



**T.C**

**BİNGÖL UNIVERSITY**

**SOCIAL SCIENCES INSTITUTE**

**BUSINESS ADMINISTRATION DEPARTMENT**

**THE ROLE OF STRATEGIC INTELLIGENCE IN THE  
DEVELOPMENT OF STRATEGIC MARKETING DECISIONS**

**A RESEARCH IN FIVE STAR HOTELS IN ERBIL**

**PREPARED BY**

**Ghaidaa Kamal AHMED**

**MASTER'S THESIS**

**SUPERVISOR**

**Assoc.Prof.Dr. Abdulvahap BAYDAS**

**BİNGÖL -2018**





**T.C.  
BİNGÖL ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ  
İŞLETME ANABİLİM DALI**

**STRATEJİK PAZARLAMA KARARLARININ GELİŞTİRİLMESİNDE  
STRATEJİK İSTİHBARATIN ROLÜ: ERBİL'DEKİ BEŞ YILDIZLI  
OTELLERDE BİR UYGULAMA**

**Hazırlayan  
Ghaidaa Kamal AHMED**

**YÜKSEK LİSANS TEZİ**

**DANIŞMAN  
Doç. Dr. Abdulvahap BAYDAS**

**BİNGÖL- 2018**

## TABLE OF CONTENTS

	Page
<b>TABLE OF CONTENTS</b> .....	I
<b>BİLİMSEL ETİK BİLDİRİMİ</b> .....	IV
<b>THESIS ACCEPTANCE AND APPROVAL</b> .....	V
<b>ÖZET</b> .....	VI
<b>ABSTRACT</b> .....	VIII
<b>DEDICATION</b> .....	X
<b>LIST OF TABLES</b> .....	XI
<b>LIST OF FIGURES</b> .....	XII
<b>LIST OF ABBREVIATIONS</b> .....	XIII

### CHAPTER ONE

#### STRATEGIC INTELLIGENCE

<b>INTRODUCTION</b> .....	1
<b>1.1. The Concept of Strategy Intelligence and Definition</b> .....	3
1.1.1. Principles of Strategic Intelligence.....	3
1.1.2. Stages of Development of Strategic Intelligence .....	4
<b>1.2. The Importance of Strategy Intelligence</b> .....	6
<b>1.3. Explanation of Strategic Intelligence Portals</b> .....	7
1.3.1. Functional Way (Entrance) For Strategic Intelligence .....	7
1.3.2. Processing Method (Entrance) For Strategic Intelligence .....	8
<b>1.4. Main Roles of Strategic Intelligence Activities</b> .....	9
<b>1.5. The Dimensions of Strategy Intelligence System</b> .....	10
1.5.1. Predictability.....	10
1.5.2. Vision.....	10
1.5.3. Motivation.....	11
1.5.4. Partnership.....	11
1.5.5. Creativity.....	11
<b>1.6. Objectives of Strategic Intelligence</b> .....	12

### CHAPTER TWO

#### STRATEGIC MARKETING DECISIONS

<b>2.1. The Concept of Marketing Decisions</b> .....	14
--	----

2.1.1. The Concept of Strategic Decisions.....	15
2.1.2. The Concept of Strategic Marketing Decisions .....	17
<b>2.2. Factors Affecting Strategic Decisions .....</b>	<b>20</b>
<b>2.3. Strategic Marketing Decisions Dimensions .....</b>	<b>24</b>
<b>2.4. Objectives of Strategic Marketing Decisions .....</b>	<b>26</b>
<b>2.5. Strategic Marketing Decisions.....</b>	<b>27</b>
2.5.1. A Marketing Product Strategy Decisions.....	29
2.5.2. Marketing Pricing Strategy Decisions.....	30
2.5.3. Marketing Strategy Decisions Related To Marketing Decisions Related To Distribution	32
2.5.4. Marketing Promotion Strategy Decisions.....	33
<b>2. 6. Stages of Marketing Strategy Decisions.....</b>	<b>38</b>
<b>2. 7. Alternative Approaches to Strategic Marketing Decisions .....</b>	<b>40</b>
<b>2. 8. The Need for Innovative Thinking .....</b>	<b>41</b>

### CHAPTER THREE

## ROLE OF STRATEGIC INTELLIGENCE IN THE DEVELOPMENT OF STRATEGIC MARKETING DECISIONS

<b>3.1. The Study Background .....</b>	<b>43</b>
3.1.1. Strategic Intelligence Studies.....	43
3.1.2. Studies on Strategic Marketing Decisions.....	49
<b>3.2. Discussion of Previous Studies and Use Thereof.....</b>	<b>54</b>
3.2.1. Discussion of Previous Studies.....	54
3.2.2. Use of Previous Studies.....	55
3.2.3. Current Areas of Study Differ.....	56
<b>3.3. General Framework and Methodology of the Study.....</b>	<b>57</b>
3.3.1. The General Framework for the Study.....	57
3.3.1.1. The Problem Study Statement.....	57
3.3.1.2. Significance of the Study.....	57
3.3.1.3. The Study Purposes .....	58
3.3.1.4.-The Study Conceptual Model.....	59
3.3.1.5. The Study Hypotheses.....	59
3.3.1.6. The Study Materials and Method Second .....	60
3.3.1.7. The Study Design and Approach.....	61
3.3.1.8. Study Population and Sample .....	61

3.3.1.9. Data Collection Procedures and Scale.....	63
3.3.1.10. Factor Analysis .....	64
<b>3.4. Analysis and Findings.....</b>	<b>65</b>
3.4.1. Descriptive Statistics.....	68
3.4.2. Frequency Table Analysis.....	69
3.4.3. Correlation between Dimensions .....	75
3.4.4. Linear Regression.....	76
3.4.4.1. Effect Foresight and Vision on Strategic Marketing Decision.....	76
3.4.4.2. Effect Overall Independent Dimensions on Strategic Marketing Decisions .....	77
3.4.4.3. Effect Thinking Logic Systems on Strategic Marketing Decision .....	78
3.4.4.3.1. Effect Motivation on Strategic Marketing Decision .....	78
3.4.4.3.2. Effect Creativity on Strategic Marketing Decision.....	78
<b>3.5. Reliability of Test.....</b>	<b>79</b>
 <b>CONCLUSIONS AND RECOMMENDATIONS</b>	
<b>Conclusions.....</b>	<b>80</b>
<b>Recommendations .....</b>	<b>82</b>
<b>REFERENCES.....</b>	<b>84</b>
<b>APPENDICES.....</b>	
<b>Appendix 1: List of Questionnaire Form.....</b>	<b>93</b>
<b>Appendix 2:Curriculum Vitae.....</b>	<b>96</b>

## BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım (**Stratejik Pazarlama Kararlarının Geliştirilmesinde Stratejik İstihbaratın Rolü: Erbil'deki Beş Yıldızlı Otellerde Bir Uygulama**) adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

/ / 2018

İmza

Ghaidaa Kamal AHMED

# THESIS ACCEPTANCE AND APPROVAL

BİNGÖL UNIVERSITY

SOCIAL SCIENCES INSTITUTE DIRECTORATE

This work entitled [**The Role of Strategic Intelligence In The Development of Strategic Marketing Decision: A Research In Five Star Hotels In Erbil**], prepared by [GHAIDAA KAMAL AHMED], was found to be successful as a result of the thesis defense examination held on the date of [ / /2018] and accepted by our juror as the Master Degree in the department of Business Administration.

THESIS JURY MEMBERS:

Signature

President : Prof. Dr. Sait PATIR .....

Supervisor: Assoc. Prof. Dr. Abdulvahap BAYDAŞ .....

Member : Dr. Mehmet GÜVEN .....

## CONFIRMATION

This thesis accepted by the jury determined in the, / /2018 Session of the Board of the Directors of the Institute of Sciences of Bingöl University.

Director of the Institute  
Assoc. Prof. Dr. Yaşar BAŞ



## ÖZET

Son yirmi yılda meydana gelen deęişiklikler ve sorunlar, radikal bir kaymayı işin nasıl yapılmasının esas temellerin üzerine yükledi. Hem İç, hem de dış kuvvetler kuruluşlara yüklenmek ve zorlamaktadır o da sürekli bir şekilde kendi çevrelerini gözleyerek, rekabetli ortamda mücadele etmek, fırsatlar ve tehlikelerin bir farkındalık oluşturmak içindi..

Kuruluşların analiz yöntemi ve insan yargı uygulaması yoluyla; kendi emrinde tüm bilgileri toplamak ve ham verileri dönüştürmek gerekir. Stratejik karar kullanılmak üzere zeka üreten ve Kurumsal Bilgi temeli oluşturma sürecinde bilgi sistemleri tarafından sunulan potansiyeli kullanarak rekabet avantajı Stratejik zeka bilgileri, temel olarak vardır.

Bu araştırma; amaç olarak bilgi kaynakları, iş zekası, rekabetli zeka, bilgi yönetimi, stratejik zekası formu ve kombine sinerji almak. için imkanları aracılığıyla önermektedir. kuruluşların tüm bilgi ve entelektüel sermaye bir tek veritabanı veya yönetim karar destek sistemi gereksinimlerini karşılayacak sistem içine dahil ederek izin verir.

Araştırma çalışması, organizasyonların, stratejik zekanın tüm yönlerini, yönetimin stratejik planlaması ve karar verme süreci için kolayca yönetilebilen tek bir kaynak haline getirecek bir kooperatif küresel iç kurumsal Stratejik İstihbarat Sistemi veya Portal için bir modeli tam olarak kucaklamadığını göstermektedir Küresel rakiplerin üzerine boęmak ve yeni piyasalarda faaliyetlerini genişletmek, yerel pazarlarını korumak veya potansiyel bir birleşme veya satın alma hedeflerini belirleme ve kuruluşlardaki yenilięi artırma becerilerini artırabilir.

Bu çalışmanın amacı, stratejik zekanın karar verme sürecindeki önemini perspektife göre göstermektir.

Görüşülen nerede oldukları Erbil'deki beş yıldızlı otellerdeki yöneticiler, stratejik zeka alanında yediğimiz bu tanımlayıcı ve analitik çalışmayı uygulamaya koyuldu. Bölüm II'deki ilk kan bölümü temel kavramlar, pazarlama stratejisi kararların giriş bölüm III'ün stratejik zeka ve pazarlama stratejik kararlarına

uygulanan çalışmayı takiben en son kuramsal sonuçlar ve önerileri içeren alanla gelmektedir.

**Anahtar kelmeler:** iş zekası, rekabetçi zeka, bilgi yönetimi, uzun vadeli sigorta sektörünün, stratejik zeka, stratejik yönetim, stratejik yönetim aracı, stratejik karar verme şartları



## **ABSTRACT**

Changes and challenges that have occurred in the past two decades have forced a radical shift in the basic foundations of how business is conducted. Internal, as well as external forces have forced organizations to constantly monitor their surrounding environment in order to create an awareness of opportunities and threats to allow them to survive in their competitive environment. Organizations need to gather all the information at their disposal, and turn the raw data into intelligence through a process of analysis and an exercise of human judgment. By utilizing the potential offered by information systems in the process of generating intelligence and creating a corporate knowledge base to be used in strategic decision-making will lead to competitive advantage and constant innovation. Strategic Intelligence has information as its foundation. This research proposes that through its ability to absorb sources of information, the synergy of Business Intelligence, Competitive Intelligence, and Knowledge Management combined to form Strategic Intelligence, will allow organizations to incorporate all of their information and intellectual capital into a single database or system which will meet the intelligence requirements of management.

The research study shows that organizations have not yet fully embraced a model for a cooperative global internal corporate Strategic Intelligence System or Portal that will incorporate all aspects of Strategic Intelligence into a single, easily manageable resource for management's strategic planning and decision-making process, even though it could enhance their ability to withstand the onslaught of global competitors and expand their business into new markets, protect their local market or identify potential merger or acquisition targets, and increase innovation within the organizations.

The aim of this study is to illustrate the importance of strategic intelligence in the decision making process, depending on the perspective Admins in five star hotels in Erbil, strategic intelligence first blood chapter basic concepts in chapter two a marketing strategy decisions my entrance chapter stumbled to study applied to strategic intelligence and marketing strategic decisions in the last resort we came up with a set of theoretical results and recommendations field. Where they are being

interviewed have application this descriptive and analytical study where we ate in chapter three

**Key words:** business intelligence, competitive intelligence, information management, long term insurance sector, strategic intelligence, strategic management, strategic management tool strategic decision-making requirements



## **DEDICATION**

I dedicated this thesis to my father and lovely mother, your life lessons, and endless support is always remarkable. Thanks for your beautiful and lovely presence, thanks for giving a generous sense of life.



## LIST OF TABLES

	Page
<b>Table 1:</b> Study Population and Sample.....	62
<b>Table 2:</b> Hotel Features Sample.....	63
<b>Table 3:</b> The Questionnaire Scale structure.....	64
<b>Table 4:</b> Distribution of Gender Based Surveyors.....	66
<b>Table 5:</b> Frequency of Participants Marital State.....	67
<b>Table 6:</b> Frequency Of Participate Academic Degree.....	68
<b>Table 7:</b> Frequency of age.....	70
<b>Table 8:</b> Frequency of total experience.....	70
<b>Table 9:</b> Frequency of total experience in hotel only .....	70
<b>Table 10:</b> Frequency Table.....	72
<b>Table 11:</b> Correlation Results for Dimensions.....	78
<b>Table 12:</b> Regression Model of Effect Overall Independent Dimensions and On Strategic Marketing Decision .....	79
<b>Table 13:</b> Regression Model of Effecting Foresight Vision on Strategic Marketing Decision .....	80
<b>Table 14:</b> Regression Model of Thinking Logic Systems on Strategic Marketing Decision.....	80
<b>Table 15:</b> Regression Model of Motivation on Strategic Marketing Decision.....	81
<b>Table 16:</b> Regression Model Strategic Marketing Decision.....	81
<b>Table 17:</b> Reliability of Test.....	81

## LIST OF FIGURES

	Page
<b>Figure 1:</b> The Relationship between Time and Accuracy.....	23
<b>Figure 2:</b> Default Study Paradigm .....	59
<b>Figure 3:</b> Pie-Chart of Gender Variable.....	66
<b>Figure 4:</b> Bar-Chart of Marital State Respondent.....	67
<b>Figure 5:</b> Bar-Chart of age Respondents .....	69
<b>Figure 6:</b> Bar-Chart of total experience.....	70
<b>Figure 7:</b> Bar-Chart of total experience in hotel only .....	71

## LIST OF ABBREVIATIONS

<b>Abbreviations</b>	<b>Explanation</b>
<b>HJ</b>	: Human Judgment
<b>SI</b>	: Strategic Intelligence
<b>BI</b>	: Business Intelligence
<b>SMP</b>	: Strategic Management Process
<b>SPSS</b>	: Statistical Package For The Social Sciences





# **CHAPTER ONE**

## **STRATEGIC INTELLIGENCE**

### **INTRODUCTION**

I began to realize the importance of strategic intelligence organizations, despite a few applications, and started interviewing this style needs of intelligence with their pursuit of twinning between it and the patterns of intelligence (emotional, competitive business) and the training of its leadership and management elements of development effectiveness and strategic intelligence has emerged which paints by leaders of organizations which follow the vision and creativity as well as sober format for providing information to decision makers and the formulation of strategies and plans in organizations in General and in particular on service organizations as well as take intellect website among many Themes social capital and knowledge management systems and organizational memory and cultural fabric and others.

And weak culture of strategic knowledge first and second strategic intelligence in Erbil and declining employment service organizations for this style of intelligence in their industry. Featured important access to strategic intelligence organizations and research in support of operations and having a lot of creative energies.

Intelligence that is required for planning and conducting tactical operations this is the Pentagon's official definition of strategic intelligence: Intelligence that is required for the formulation of strategy, policy, and military plans and operations at national and theater levels. Or, in fewer words, strategic intelligence is that intelligence necessary to create and implement a strategy, typically a grand strategy, what officialdom calls a national strategy. A strategy is not really a plan but the logic driving a plan.

A strategy furthers one's advance towards goals by suggesting ways to accommodate and/or orchestrate a variety of variables--sometimes too many for the strategist alone to anticipate and understand. When foreign areas are involved, in-depth expertise is required, which is what strategic intelligence provides. Without the insights of deep expertise--insights based on detailed knowledge of obstacles and opportunities and enemies and friends in a foreign area--a strategy is not much more than an abstract theory, potentially even a flight of fancy. The better the strategic

intelligence, which is why the definition of strategic intelligence should not be so mysterious.

Under globalization, privatization and secretions of information technology and the digital economy, the different business organizations find themselves governed by competitive advantage and struggle for survival, therefore entail obligations are great at making decisions, so that decision making in business organization should be based on scientific methodology, based on the number of tools and techniques that would work to rationalize decisions down to the best results that guarantee the Organization's discrimination between other active organizations in the same market and we are today in the States Particularly in developing Erbil and their organizations need strategic intelligence and organizational innovation to develop solutions for the case of repetition and impasse and stereotypes in our organizations and identify a mechanism to follow up these only active and open new horizons for business organizations.

Based on the above research has included four detectives where the first topic dealt with research methodology either second topic dealt with the theory of the third topic deals with empiric I research the practical side of the research and specialized topic IV conclusions and recommendations.

## **1.1. THE CONCEPT OF STRATEGY INTELLIGENCE AND DEFINITION**

Researchers and academics began to realize the importance of strategic intelligence, plurality definitions given by writers and researchers who rushed to this style of intelligence, and varied opinions of writers, scholars and experts on the concept of strategic intelligence, this disparity is due to modernity Comparative study of its dimensions and the different aspects that were focused on, Strategic intelligence is a job dealing with the market environment and demand and corporate identity and get sources, with environmental variables and social and technological forecasting, in order to achieve lasting and effective, gain experience and mental wisdom (Salih et al, 2010, 141 Quoting from Abdullatif, 2002).

It also intelligently characterizes the leaders who have the vision of the future (prospective, the reflection the organizing, partnership, ability to motivate employees, intuition, creativity). And the killings of bi gives them informational

system and processed, so they hire article resulting in effective resolutions industry intellectual (Salih et al, 2010, 142).

And knew (Brouard, 2002, 1) strategic intelligence that informational process through which the Organization listens to her environment, to determine actions and identify activities required to achieve their goals. Citing as defined (Maccoby et al, 2011, 41) that intelligently characterizes leaders its elements (prospective, systematic thinking, vision, partnership, ability to motivate employees).

Either (Mohamed et all, 2012, 514) know that interactive process with the competitive environment that aims to provide valuable information to our strategic directors strategy for achieving the goals .

### **1.1.1. Principles of Strategic Intelligence**

Researchers addressed several principles of strategic intelligence control and diagnosis of multiple dimensions and bearings, (kuhlmann) four principles for effective strategic intelligence and are (Ali, 2015, 29):

1-The principle of participation: this intelligence actuator operations between the various departments involved in policy formulation, so as to achieve compatibility between different interests and values for all participants.

2-The principle of objectivity: the strategic intelligence supports the formation of different scenarios to provide appropriate indicators and analysis data processing mechanisms

3-Principle broker and management: strategic intelligence facilitates mutual learning about perceptions of different participants and background which helps in resolving disputes and conflicts that occur in the Organization

4-The principle of decision support: facilitate strategic intelligence operations decisions and assist in the successful implementation of it afterwards.

### **1.1.2. Stages of Development of Strategic Intelligence**

The versatility of this type of intelligence (adopted by the multiplicity of countries and political organizations, and public and private organizations, companies, and individuals.....) was essentially sketching out this theme, especially after witnessing the last decade of the twentieth century and increase in requirements and potential of intelligence, After that she lived now lived organizations continuing

challenges and threats imposed on them (new mechanisms and adopting strategic approaches to anticipate and prepare to face crises before they occur), turning the activity of these organizations to proactively activity rather than therapeutic, and strategic intelligence was among those port lets invalid and (Salih et al, 2010, 133).

Strategic intelligence began for the first time in military operations in the fourth century BC, and hired strategic goal as (Sun Tzu Sun Tzu), one of the world's most prominent military strategic, "so that could be a wise Commander military domination to achieve things beyond the ability of the Ordinary leaders are former knowledge, beyond knowledge outputs of wits with highlighting their importance in leading armies and build their estimates, as well as essential in formulating diplomatic frameworks, and strategic industry for armies and States, he's back in that "strategic defense intelligence" which depends on the General layout Military organization and allocate the necessary resources, and create multiple sources for information on the security of States and their relationship with other States and making the first beneficiary of army strategic intelligence, in obtaining the information needed to assess and predict enemy movements (Al-Azzawi, 2008, 11).

Has pointed out (McDowell, 2009, 4) that this type of intelligence is a field of activity that has a rich history, but it still lacks a clear definition and agreement, that's not to discredit the performance many of its practitioners, the following point to the fact that although the length and breadth of historical practice, There is still much to do to explore the boundaries of, and opportunities for, and challenges to apply this intelligence in today's world.

Sees (Salih et al, 2010, 134) to Central Intelligence Agency (CIA) (Central Intelligence Agency) was first employed this style of intelligence in the implementation of arms control agreements, and in supplying the political decision makers and policy formulation, strategic intelligence, describing Agency Intelligence cycle in the process of acquisition and transfer of information and evaluated and analyzed, and presented to policy makers in the final intelligence photographs depends on making.

The use of strategic intelligence in military operations is not the only use, it has been expanding prospects for strategic intelligence to play a major role in business organizations (Qasim, 2011, 15). Organizations have begun to realize the importance of this mode of intelligence and featured several indicators on the

evolution of this intelligence, many agencies began in Europe and North America to create groups of strategic intelligence within organizations, to provide information to decision makers and academic training programs on smart style (McD owell, 2009, 4). Many organizations today continues to build strategic intelligence and developed by a group of specialists, who provide basic analysis that forms the basis for senior management decisions on issues such as the Chairperson integration with other organizations and new product development (Xu, 2007, 3). And this has been pointed out (Salih et al, 2010, 136-137) to strategic intelligence development stages

1-A number of States founded companies "strategic intelligence" to counseling and providing information to decision makers, and numbered (150) companies in Europe and North America and the Pacific and in Asia (1998) and then increased to (500) company consisting of experienced experts and academics in information gathering and Tin. Planning and analysis, the company Armada (Armada), notably in providing strategic intelligence services and consulting for companies (retail, transport, healthcare, financial services, and utilities), and allowing effective decisions industry leaders

2- Forming groups or strategic intelligence units within organizations, the task of providing supporting information for the manufacture of its decisions, and in dealing with multiple sources in its collection of information contributing to development of the concept of strategic intelligence and techniques

3-Director of strategic intelligence "function appears in a number of companies, and it was Carl rose Karl Rose) has filled in the company (Shell International) Ltd and post Research Director in strategic intelligence services companies in Asia and the first to be filled (Rose O Brien) which intelligently system structure Strategist suggested adoption in e-business

4-Many universities (like Portland State University Portland) teaching strategic intelligence for students (engineering and technology management (Department of Engineering & Technology), specialized curriculum prepared by (concepts, methods, techniques, and applications in strategic management, and cycle in the management of advanced technology organizations) (Nisan, 2014, 14-15).

## **1.2. THE IMPORTANCE OF STRATEGY INTELLIGENCE**

Strategic intelligence plays an important role in every phase of strategic planning and operations of the Organization (Wong and Chiu, 2008: 35), also plays a role name was mentioned as in every area of management and organization decisions regarding future plans and provides support to operational objectives by forecasting challenges Future (Lehane, 2011:2). And embodied the importance of strategic intelligence is an important tool for managers, however, do a set of proactive steps to access competitive positions in the global environment, which is where competition day by day and could sum up the importance of strategic intelligence in the following points (Mohamed et al, 2012,514) and (Taey, 2009,28)

A-Facilitate decision making with intelligence and organized thinking and timely when formulating strategies and implement them effectively.

B-Provides strategic context that lead to understand emerging threats

C- Provides the ability to allow the foresight to develop specific strategies aimed at early warning for the need for new or different capabilities

E-Helps to narrow the case not sure

F- Provides information on the appropriate form to make appropriate and timely policy making decisions at the right time

G- Is a component of decision making and leads to excellence by providing the ability to develop solutions to complex business problems?

## **1.3. EXPLANATION OF STRATEGIC INTELLIGENCE**

### **PORTALS**

The traditional way to strategic intelligence relied on old military model for strategic intelligence in this model firms operate under the command and control system, which enhance the career section to work to learn how to share and use information, and specialists involved in research or Specific topics for the preparation of the information and analyses based on requests from officials at the command center, and most often used in charge of this information as a basis for decisions for once, and in fact most of the information is classified as prohibited (Xu, 2007, 3).

There are two ways or strategic intelligence inputs, of the most common way for strategic intelligence involving functional method and processing method or entrance (Tham and Kim 2002, 2).

### **1.3.1. Functional Way (Entrance) for Strategic Intelligence**

Exchange of information are rarely produced and widely used by other levels of managers in this type of organizations, and shows that the entrance in the Central-based organizations make decisions, so that the decision process on this portal focused on by senior executives in the Organization, and other parts of the Organization strives to gather the information they need to perform their activities independently of other departments of the Organization, and this leads to operational decision making processes will be subject to the Executive Director's perceptions. There are major barriers to the exchange of information on the functional and strategic intelligence way in shaping the future like

A-Form groups and interpreted by specific sections within the Organization so there's no extensive analysis of information across all departments

B- There is no clear process analogy or effective tools for the exchange of information between departments and even when releasing the information may not be used due to a culture of information storage. So it is not surprising to imagine many functionally oriented departments managers value the strategic intelligence that only a specific domain like. Assessing new technologies, evaluating competitors

### **1.3.2. Processing Method (Entrance) for Strategic Intelligence**

This is quite different from the career portal portal, it is based on a number of assumptions and principles as follows

A- Responsibility for gathering information and making decisions fall on the shoulders of senior management in the Organization, but involving other departments, managers should draw strategic intelligence to meet their information needs, and the needs of other business units, and the exchange of information throughout the Organization

B-This encourages the decentralization to find information and diverse perceptions by employees about the future of the Organization and this is important, since changes in industries and markets and customers are piling up so fast that you can't set its own senior executives dealing with various references of work

environment But turning them in an appropriate manner to new ideas about future employment strategies

C- Information management software to make the diverse sources of strategic intelligence that can be accessed by managers working teams to solve problems and public issues in any place and any time

D- The current challenge is not limiting strategic intelligence on top of a pyramid (upper management) but widely distributed according to the best methods for authorization responsibilities for decision making and behavior, and in this context the strategic intelligence must be part of the culture of the organization because it develops a culture of work Team, and the method of sharing information and making decisions

And select (McDowell, 2009, 135-136) strategic intelligence process as follows

1-Select the original task which will engage in strategic intelligence processes.

2-Development of conceptual framework

3-Identify the problem and highlight all task

4-Development of competences

5-Preparation of the project business plan

6-Planning and implementation of information collection

7-Examine and assess incoming data (entered)

8-Integration and data analysis and interpretation 8

9-Extracting hypotheses

10-Review progress

11-Strategic assessment report

12-Final review of the Mission in the light of expected terms

13-Distribution of the report to the managers and customers

14-Review performance and efficiency and effectiveness after work

And select (Tham and Kim, 2002, 3; Xu 5-6, 2007), six consecutive phases associated with strategic intelligence process and is:

1-Phase sensor: build awareness and the capacity of leaders to diagnose internal and external change indicators for the Organization

2-Combine: focus on relevant data collection methods and significance



3-Organization: this phase includes organizing collected data and formatted and structured and placed it in the form of information sources

4-Processing: analyze and organize data and turn it into information appropriate methods and tools

Communication: facilitate access to information for users 5-

Use: adoption information in making plans and implementing procedures 6-

Each stage of the previous stages weren't individually, but achieved in cooperation between managers and staff (Qasim, 2011, 24-27).

#### **1.4. MAIN ROLES OF STRATEGIC INTELLIGENCE ACTIVITIES**

There are six key roles of strategic intelligence activities which are used in strategic decision making that are (Nisan, 2014, 34; Water, 2004, 5; AL-Taey, 2009, 33-32; Mohamed et al, 2012, 516):

1-Description of the competitive environment in which the organization operates

2-Predicting the future competitive environment

3-Define implicit assumptions and asking the right questions

4-Identify weaknesses and evaluate them for market opportunities and threats

5-The use of intelligence in the application of the strategy for the changing competitive environment and organized

6- Determine if the strategy is not sustainable for a long time.

#### **1.5. THE DIMENSIONS OF STRATEGY INTELLIGENCE SYSTEM**

Strategic intelligence is the independent variable is important in current research in order to analyze the role between the approved variable is Bank marketing strategies must determine its dimensions and appropriate field the respondent, agreed dimensions by scholars and writers (Al-Azzawi , 2008; Mohamed et al, 2012).

##### **1.5.1. Predictability**

Foresight reflect ability of foresight individual susceptibility to think based on unseen forces and unconsciously they contribute to making the future (AL-naimi,

2008: 173), and show the importance of this dimension in employment of strategic intelligence leaders in the following areas

A- Assist leaders in forecasting opportunities and threats surrounding and affecting work (Maccoby, 2012: 2).

B-Coordinates mental abilities, and gives them a vision and creative and pioneering market issues and competitors (AL-Azzawi, 2008, 36).

C-Inductive Energy allows the Commander to develop strategies directed towards achieving the strategic goals of the Organization (Salih et al, 2010, 178).

E-Organizations and their capacity to address problems associated with economic and social development and scientific and technological complexity and its preparation depends on the capacity of those organizations to anticipate the future and its preparation and planning to meet him and deal with him (Mahmod, 2010, 68).

### **1.5.2. Vision**

Visioning most researchers agree that highlights the role of vision as a dimension of strategic intelligence for successful leaders in terms of being a constitute (Al- AL-Azzawi, 2008, 38; Salih et al, 2010,18-39; Kawaz et al, 2012, 181).

A-Determine the scope of business leaders through hubs (change management, culture, and structure) as well as being one of the themes of strategic leadership

B-New visions is a key to success in strategic change processes

C-Source for providing perception organization clients, because they must monitor their movements between competition, and touch with their products, and form new insights about them

### **1.5.3. Motivation**

Motivating knows (Maccoby, 2011, 5) the motivation or ability to motivate employees as a strategic intelligence dimensions reflect the ability of the leader to pay-Motive-or motivate individuals to the faith with the overall aim of collecting them and implement the perceptions and insights. And crosses (AL-Sayrafi, 2009, 228) concept Motivation as the inner strength that stem from the individual and that are active and move individual and pay his behavior toward achieving specific goals effectively.

It describes (Maccoby et al, 2013: 4) that these incentives are the four the observers (4Ris) and means: rewards, responsibilities, Responsibilities, reasons, Relationships, relationships and intelligent Commander who can use various means to motivate employees to implement the perceptions And visions.

#### **1.5.4. Partnership**

Partnering and partnership means by Webster dictionary New World College as common beneficial relationship (AL-Maadidi and Taey, 2012, 95).

Their enterprises and partners trust is and their ability to resolve conflicts that may arise between them, and their participation in the information and in the design of the product, the constituents of Bangladeshi to strengthen the role of strategic intelligence through yet and growth partnership organizations involving under the banner of partnership and benefit from the advantages of business Partners (Salih et al, 2010,188), the justifications which highlights the importance of building the partnership allows the following actions (Shusha, 1995, 105).

- A-Ergonomic technology integration
- B-Allows entering new markets
- C-Reduction in time for innovation and creativity
- E-Facilitate the process specifications
- F-Strengthening the credibility and reduce risk

#### **1.5.5. Creativity**

Innovation creativity is one of the main requirements for the work of management in contemporary organizations, as it is no longer sufficient to take its traditional ways organizations, that lead her to fail often, so organizations that want success does not stop at the borders of efficiency And effective, but be creative and innovative and distinctive attributes change (Hejan, 1999, 60), and points (Zayton, 1999, 11) that creativity is a complex phenomenon with multiple dimensions and faces, so researchers in defining the concept of creativity, there was no clear definition, this may be due to frequent areas that are commonly The concept of creativity and practical approaches religious scholars and researchers, cultural and intellectual schools and creative phenomenon and complexity aspects of third party.

And knew (Jones, 1998, 515) creative process adopted by organizations to develop new or improved goods or services production and operating systems to respond better to the needs of their clients, while he knows (Daft, 2001, 357) as a

new idea or new behavior for the industry and market organization and its environment While both General (Jawad and Mohamed, 2005, 23) that invent new things a commodity, service, idea, characterized by scarcity and economic or social benefit, and notes (Sarayra and Ghareb, 2010, 504) and both (Leede and Looise, 2005, 109) that creativity organization a organizational forms and practices New management, stated (Vossen, 1998, 88) that the creativity of the organization represents the ability of organizations to adopt innovative management portals receive better response and motivate workers to invest their abilities to achieve organizational goals effectively

The significance of creativity organization in one building and growth of organizations and meet future challenges, and activates the functioning of the Organization and ensures her success and continuity, as well as contribute to a reduction in total costs of organization and processes in particular (AL-Dhan, 1992, 178; AL-Samaray, 1999, 33; Saad and Aliawi, 2001, 222; Merkhan et al, 2016, 6-8).

## **1.6. OBJECTIVES OF STRATEGIC INTELLIGENCE**

1-Forecasts and early warnings of threats, organizations and take preventive measures, and to create a foundation of knowledge to organizational activities and effects of the ousted the positive and negative potential

2-Enable organizations to respond to changes to the current and future environment, and planning and forecast the results reflected positively on their reputation and their location as well as empowerment over time, by providing information that helps them interpret things happen, and how over time

3-Formation of beliefs and policy makers formulated under reach decisions and innovative policies and like me.

4-Advancing the task of gathering information and analysis of major customers and suppliers and partners, and make organizations establish alliances in research and development, and anticipate the strategies of its competitors and defending strategic targets and information heritage.

5-Submit ideas to transform innovations and inventions to trade able goods and enable organizations to open up to the digital changes and maintain the quality of its operations and its services

6-Developing opinions on speculative future events, and the adoption of such events as the basis for solving problems

7-Provision of strategic information enables organizations to understand the threats that surround it currently and in the future, and perceiving abilities that allow them to reduce rates of uncertainty surrounding (Nisan, 2014, 27).

Strategic intelligence is designed primarily to reduce the area of uncertainty in order to avoid arbitrary decisions in all economic sectors, thanks to the vision, and he is working on a response to questions of scientific management-related institutions and enterprise management culture through strategic intelligence and structures Institutional use that intelligence to modernize its functions and services, in the same context, helps learn and use strategic intelligence methods in forecasting or strategic planning to be able to control and effectively in the enterprise and improve all the harm that can befall the enterprise under the fallout from the crisis that flops In the global economy (Yusuf, 2010, 27).

## **CHAPTER TWO**

### **STRATEGIC MARKETING DECISION**

#### **2.1. THE CONCEPT OF MARKETING DECISIONS**

The decision process is not simple in conditions where markets are experiencing considerable growth in various directions, in terms of products, there is the case of new products and other disappearance and developing products and an increase in the number of sellers or producers and other things that have an impact on the decision of . This concept of time marketing decisions feature being complex and it's more complicated than that other decision in the Administration, as the complexity of this return to a sentence of reasons mostly focuses on the nature of variables (William F, et al, 1976, 1-2).

- 1-The large number of variables to be considered
- 2-Most of these external variables and control
- 3- These variables are characterized by instability
- 4-Feature being programmed
- 5-Difficult to measure and quantify handled

Messenger marketing decisions complexity issue related to dispersion of different sources of data and information which often feature a high degree of risk and information for decision making is usually limited to the difficulty in measuring relationships between different variables, which are subject to change and switch over different time periods. We must not forget that the measure of relations between variables and come up with positive result are costly, moreover, external variables be predicted although the severity levels be high mostly due to marketing accounts outweigh high, because most categories in a single project cannot be The tasks entrusted to it or even make decisions unless given the marketing department sales figures for example Finance Department cannot complete budget and production cannot be complete without the expected sales numbers, production table.

There is a fact that must be recognized and that all administrative activities per project responsible for adhering to reduce Melisma, or marketing activity is bilateral responsibility lies in the reduction and access configuration. Perhaps the problem in marketing activity focused primarily on marketing decision is rarely taken without the external data, but use external data used heavily and frequent and

particularly those data relating to this consumer did Dodd on the one hand, on the other hand again, the marketing decision makers are realizing h Another: it is not possible and easy to get the desired data and information that if it would be at the expense of time and cost. The choice of appropriate data and quality information is an important area, so that the outcome will most Parties interest catalog, not teaser decisions in regards to the consumer and how to satisfy his needs and desires, but the decision will take into account competition agencies and stock and bond holders and aspects Many others interested in resolution and benefit (Haji, 1989, 33-34).

### **2.1.1. The Concept of Strategic Decisions**

Exhorted concept the strategic decision to much attention from researchers of management thought writers, as many of its multifaceted concepts clear due to the different entrances to examine the strategic decision by the book Department and researchers agreeing many writers like (Thompson and Strickland, 1984, 79-80; McGlashan and singleton, 1987, 127; Harvey, 1988, 102-111; Thomas, 1989, 195; Boseman, 1989, 65-66; Certo, 1990, 85-7; Jauch and Glueck, 1979, 185) that the concept of the strategic decision that resolution chosen from b Win a range of strategic alternatives, which represents the best way to reach the goals of the Organization, relying on industry portals and its concept of strategic decision, also known as strategic decisions as those decisions that dealt with its breadth and complexity and multidimensional, being Fateful decisions affecting areas related to development and organization development.

While between (Mintzberg, 1979, 582-89) that strategic decisions are those decisions that take into consideration internal and external threats and opportunities, to promote long term trends, and this means that strategic decisions affecting the organization fully and with a far-reaching impact And he thinks (Ricety, 1983, 58-65) to the strategic decision is that the resolution has a strong influence on all operations of the Organization, not on one part and its long term and not short effect and reflects President attempt to achieve the main goals of the organization.

And reacts (Jemison, 84, 131-52) with (Mintzberg) in understandable considering strategic decisions a shifty as those decisions affecting in depth as far as the future of the organization by making sure these capacities to respond to environmental requirements. Either (Drucker) identifies the strategic decision that

the Administration should take to achieve the goals of the Organization, in conditions of competition and is based on the behavior of others (Appleby, 1984, 63). And knew (Luthans, 1985, 591) strategic decisions it's unusual special resolutions, and include long-term liabilities and long investments and a high degree of importance, since any error which might expose the Organization to many risks. While he sees (McGlashen, 1987, 128) to strategic decision situation arising between the strengths and weaknesses of the Organization's internal and external threats opportunities hand on the other hand, relying on the entrance of strategic analysis in Casas.

Either (Ghurab, 1987, 7) you know that resolution dealing with long-term variables related to the performance of the Organization, or the important axial impact in continuing the success of established and represents a special kind of administrative decisions under uncertainty. And pointing (Yagi and Khashogchi, 1989, 12) that strategic decisions are decisions that are interested to study the complex problems that require study, and are relatively stable, and it deals with the objectives of the Organization, as that value and importance vary by administrative levels by the administrative levels. Supreme strategic decisions on a high degree of importance, and mentally demanding and complicated use of experts and consultants, as well as the contribution of all parties to the problem to ensure sound decisions and industry players. And knew (Mintzberg and Quinn, 1991, 5) strategic decisions as those decisions that define the Organization and direction of the General Foundation biography in light of the expected and unexpected variables that occur in the environment, and in the end form the real objectives of the Organization, and helps draw the outline, Through which the Organization of work, and to exercise.

And goes (Eisenhardt and Zbarack, 1992, 17-37) in defined strategic decision that important decision in terms of action taken and the distribution of resources or both, since the focus is on repeated resolutions, drafted by senior management, and seriously affect the life of the organization. We conclude that in spite of variation and virtual multiplicity of terms used in the definition of the concept of strategic decision, it is clear that strategic decisions (appointed special abilities to be produced in the current time period, with a high degree of importance in terms of their impact on the Organization during Future time periods and focused on the goal of the organization by understanding how decision making processes which flow and require creative skills to inform internal and external environment variables.



The type of strategic decision depends on the nature of past goals and ambition level administration calendar results adopted by the decision maker, and the type and nature of the pressures arising from groups (Lant and Montgomery, 1987, 503-507), the strategic decision is a decision for the future based on past data, it is not the point the future and anticipating requirements, all this requires administrative leader aware and proactive measure for environment variables, especially for administrative and scientific possibilities qualify for strategic industry players, the organization assists in AC external environment according to environment-related information and analysis Environment (AL-Obaidi, 1989, 12-15).

### **2.1.2. The Concept of Strategic Marketing Decisions**

Many definitions given by writers and researchers on the concept of strategic marketing decisions were private views both the nature study and his approach to his subject and illustrated through strategic marketing definitions chronologically as follows.

Extraordinary decisions are made in the current period, with a high degree of importance in terms of future periods, and focused on the goal of the organization by understanding how decision making processes which flow, and creative skills to inform internal and external environment changes (AL-Obaidi, 1998, 14).

And also he (AL-naimi, 2003, 50), as decisions made usually under conditions of risk and the scarcity of information, since it is made with incomplete information are always wrong, often because the rule if not sure in future that such decisions require distinct capabilities and mostly be Within a holistic view of the Organization's future

Decisions concerning the management and the future of the entity and its environment, if this kind of relatively stable long term, large investments or funds for implementation, and take these kinds of decisions at the top of the organizational pyramid (Garthe, 2004, 112).

Those decisions for Parallels, other decisions it refers to the future of the Organization in the long run (Wheelen and Hunger, 2004, 18). Decisions on the Organization's goals and plans strategies to implement them, and predict and monitor environmental changes, and look for opportunities to improve performance, and identify the resources needed to achieve goals and policies that govern allocation and use of resources and the competence of top management (Abu Sabit, 2005, 58).

Those decisions affecting the Organization and direction of these decisions is the concern of the Organization, such as a new product, new markets, and develop products or services, acquisitions and mergers, joint ventures and strategic alliances, and finding a location for new investment and reorganization and other Important issues and strategic decisions are taken by the senior management of the organization headed by the Executive Director or Manager of the company (Paprika, 2006, 14).

Decisions concerning the major options for enterprise development objectives and orientations concerning the production or the type of activity you want enterprise access these decisions require longer compared to previous resolutions and higher organizational levels (AL-Shahb, 2006, 20).

Decisions that determine what the future organization and have a comprehensive impact on the organizational unit such as decisions regarding the integration of the Organization, or its size or its competitive position, or products and services provided (AL-Shmmari, 2006, 198-199).

Important decisions that define the direction of the Organization in the long run, being unusual and have changed the image of the Organization (Ameri and Ghalbi, 265, 2007).

Special resolutions include long-term commitments and investments are characterized by a high degree of importance, so that any error which might expose the Organization to many risks (Ghalbi, and Idris, 2007, 141). Decisions that are made at the current time with a high degree of importance, in terms of its impact on the Bank during the next stages and is focused on achieving the goal of the Bank by understanding how to streamline the decision making process during which, and the skilled advocate for briefing the internal environment variables (Jodie, 2008, 81).

Manufactured in exceptional circumstances as a result of unexpected threats, and potentially influential environmental opportunities arise in the future and the results of these decisions long term success for the Organization, if this industry requires making use of mental flexibility and own creative skills to identify the largest percentage of variables Influencing the process of manufacture, and create all the supplies and information to implement and straightened and analysis (Wheelen and Hunger, 2008, 20-21).

Unconventional decisions related to strategic issues and multiple dimensions, and of great depth and complexity, these kinds of decisions require research depth and careful and thorough and specialized and dealing all homework assignments and discussion (Matar, 2008, 30; Abwy, 2009, 32).

Non-programmed decisions include, and long term goals and plans, and address new problems and unknown and unfamiliar and few available information and need hard and creative thinking, and senior management to make those decisions (Al-Saka, 2009, 32). Decisions that determine the Organization and direction of the General Foundation course in light of the expected and unexpected variables, which may occur in the environment, constitute the real objectives of the Organization and help draw the outline, and distribution of sources and determine the effectiveness of the Organization (Meda, 2009, 531).

The Organization's objectives and for the long term, this decision relies on long range plan, and medium range (Zangana et al, 2010, 247).

Non-conventional decisions related to multiple dimensions and strategy problems of great complexity and depth, these problems are difficult to cope with an immediate decision, these decisions are therefore already before the advent of emergencies to determine how to react to these problems (Hamdan, 2010, 49).

Decisions that take into account opportunities and external threats and internal capabilities to enhance long term success of the Organization, so that a comprehensive impact and for too long (Shaykh Yahya, 2010, 34-35).

Resolution of importance surrounds builds based on prediction and foreseeing the future of the Organization and anticipating their requirements to activate all the data and the administrative, scientific and technical resources, and requires an efficient professional and managerial leadership is fully aware what would work and intuition in the future and calculated for all variables surrounding To help the Organization adapt to the external environment through analysis and devised as updates have, and features a dynamic development and desired goals (Al-Hamza, 2010, 33).

Done by senior management to provide long-term success of the Organization through resource allocation task to adapt to their environment as well as competing objectives (Jabori, 2011; 6).

Represent the basic direction of the Organization and determines the decisions her career based on methodology and visualize associated with changes and projected in external and internal dynamics (Al- Ghalbi, 2012, 82).

Strategic decisions at higher levels of organization and include the Organization's strategy choice that determines the long term trend so it deals with non-traditional formula and work for the future (Al-Samaray, 2012, 101).

The decision of great importance based on predictability and Orientalism to the Organization's future and anticipating their requirements to activate all the data and administrative and scientific and technical resources, and requires an efficient professional and managerial leadership is fully aware what would work and intuition in the future and calculated for all variables surrounding To help the Organization adapt to the external environment through analysis and devised as updates have, and features a dynamic development and desired goals (Al-Qahiwi et al, 2013, 220-221).

Based on the above marketing researcher believes that strategic decisions are (special decisions taken by senior management to achieve long term success and built on the basis of foreseeing and vision for the future leaders of the Organization and through forecasting and visualizing and monitoring environmental changes and to capture Opportunities and reduce the impact of threats.

## **2.2. FACTORS AFFECTING STRATEGIC DECISIONS**

**Section one:** Factors affecting the decision. The pioneers of traditional schools weren't into the role of behavioral, social and environmental factors and their influence on the decision process, but focus on the physical aspects, while the pioneers of Behaviorism have focused their attention on the important factors and social, psychological and environmental variables and their impact on This process, and therefore concentrated their studies to analyze the decision process on these psychological factors and environmental conditions surrounding the institution and associated customs and traditions and social values and political and economic systems, any decision whatever simple effects, it requires thinking on a number of Various factors influence the decision, some within the Organization (internal factors), and some from outside the Organization (external factors), and some other behavior or humanitarian, plus other quantitative factors associated with cost and revenue expected

**First:** the factors of the external environment. These factors are external pressures coming from the environment they work in the midst of the Foundation, as the enterprise as an open system, languorous influence and are influenced by these factors is external surroundings: political, financial and economic conditions prevailing in the societies, technical developments And technological base infrastructure upon which economic activities, sectorial productivity conditions such as competitors, suppliers, consumers, social and economic regulatory factors such as trade unions and Government legislation and public opinion and public policy of the State and conditions Production, these factors resulted in management decisions that do not want to or is not in their interest.

**Secondly:** the internal environment factors. Organizational factors are characteristics of the institution and are many factors we mention the most important: the lack of an information system within the organization benefit decision maker well, blurring the degree of organizational relationships between individuals, departments and sections, degree of centralization and the size of the institution and the degree of geographical dispersion, legibility Fundamental objectives of the Organization, availability of financial and human resources of the organization. So the Foundation is to provide adequate weather and appropriate environment for the success of the decision, and this requires them to define and declare the goal of decision making.

**Thirdly:** personal and psychological factors. These factors include everyone who has anything to do with the decision, starting from the decision maker and his advisers and aides who share in a resolution, these factors are divided into two types

**A- Psychological factors:** these factors vary widely, including on internal emitters per person including the psychological impact of ocean related in the decision process, particularly at the stage of choosing alternatives from a group of alternatives available.

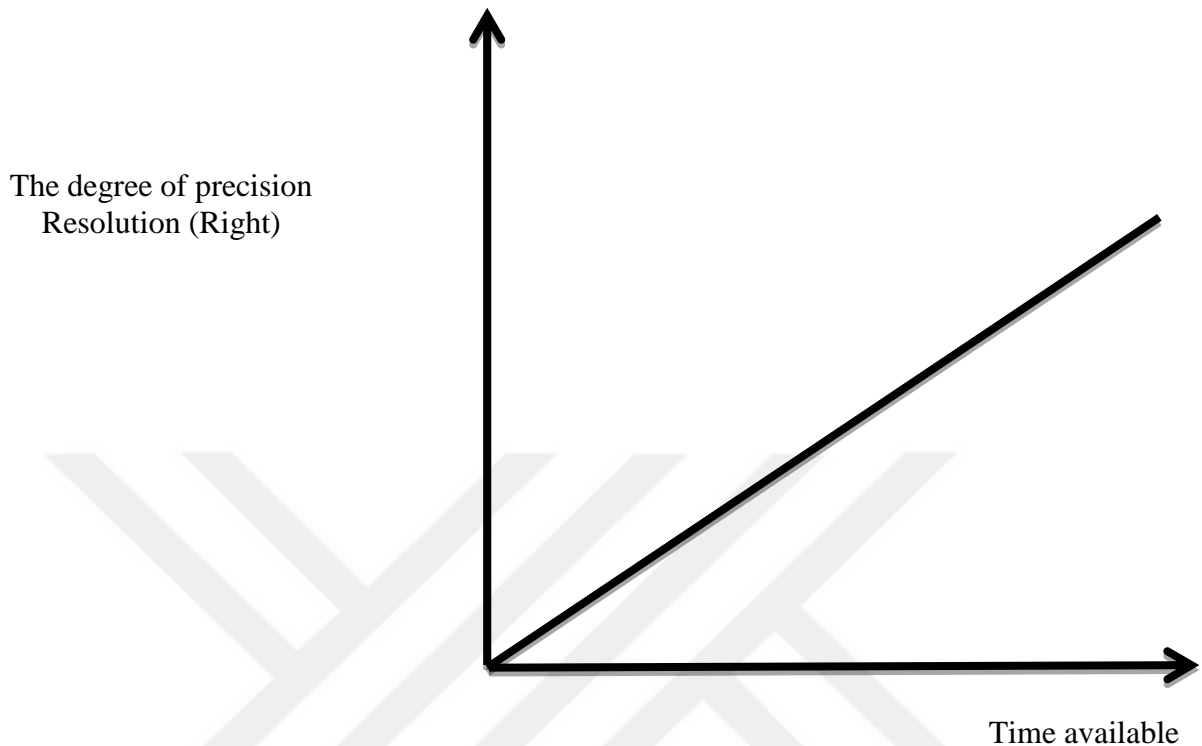
**B- Personal factors:** the decision maker's personality and abilities, many of which are affecting the process of making decisions, decisions depend on many individual and personal characteristics of the individual, personal behavior directly affects the adequacy decision making, every manager has his style, there are three dimensions to allow Opportunity for individual differences as seen by Raymond McLeod, Their style in the sense of the problem. A method of gathering information.

Use style information. For style sense of problem managers is divided into three basic categories: skirted issues, problem solver, and researcher, as that behavior patterns directly affect the resolution and behavior patterns are classified as managers in four styles and the most beautiful, caution, impulsive, reckless, and decision maker Influenced by the traditions of the their habits, and reflects through his beliefs values that secure tips.

**Fourthly:** the conditions of the resolution. It is the natural state of the problem in terms of factors and circumstances surrounding the problem affecting them, and coverage of the data and accuracy of the information available, which means future decisions relationship characterized by the inability to determine what happens in it, this leading to a decision either in conditions Uncertainty or ensure or under risk. And be the decision maker in conditions that ensure informed of all the alternatives and their respective results, just select the appropriate solution that gives the maximum result, either in conditions of risk, the decision maker can estimate the results of each alternative to learn probability of each result, and then selects the alternative that produces the desired result qualifies either. Resolution in the conditions of uncertainty does not have knowledge of the likelihood of each result to alternatives to the solution, because it depends on the use of certain criteria which defines the conditions of the resolution and then select accordingly proper replacement.

**Fifthly:** agent time. Time is a considerable pressure on the decision maker, the greater the time available before the decision maker to make his decision whenever more alternatives and the results are closer to the right and possibility of analysis of the information available, and the more I narrowed the time available before the decision maker as needed Than the speed in broadcasting decision which reduces the available alternatives.

**Figure 3.1:** The relationship between time and accuracy resolution



**Sixth:** the importance of the resolution. The greater the importance of increased need to collect enough information about him, and on the relative importance of each decision the following factors

A-The number of individuals affected by the decision and the degree of this impact.

B- The decision cost and revenue, increasing the importance of the resolution, the more the costs arising therefrom or the expected revenue obtained as a result of this decision is high.

C-The time needed to take; the greater the importance of the resolution decision maker needs more time to gain experience and knowledge.

**Section two:** the difficulties encountered in the process of resolution. No resolution of the difficulties is the lack of a decision that pleases everyone completely, but at least represents the best solution in the circumstances, the effects, and the decision maker often finds him vulnerable to many obstacles prevent him from reaching the appropriate feed reading

**First:** lack of awareness of the problem and identified: casting decision maker difficulty determining overlap problem between reason and results, it is the inability to distinguish between them, and therefore efforts are geared to address the problems, and not to the real problem of not being able to select

**Secondly:** the inability to identify the objectives of resolution: for each set of goals, these goals can conflict with each other or are inconsistent with the objectives of some existing departments and sections, and these goals differ in terms of their significance to the Organization and the decision maker know the importance and relevance of the objectives and focus The most important goals of the institution

**Thirdly:** personal decision maker: the decision maker may be reality when making his decision under the influence of some factors, such as internal restrictions include hierarchy determined by power and the resultant bureaucracy and rigidity and adherence to internal procedures or external constraints, thus resulting bend taken The decision of a higher authority, determines the major goals to be achieved.

**Fourthly:** lack of information: lack of information is the most important difficulties faced by the decision maker; the information is of the most important resources in the modern era, where you have to give a renewed image of the working environment and conditions, potential and limitations. Since the validity of the decision adopted on the validity of the information used to make, the decision maker is required to determine the type of information required and sources, and work on the collection, analysis and constantly updated (Mohamed and Mounir, 98-102, 2015).

### **2.3. STRATEGIC MARKETING DECISIONS DIMENSIONS**

**1- Market share:** market share to your part in overall sales in that market could be measured in market share growth rate under a number of customers or the monetary value of sales organization for each product or service compared to cash generated value for total sales in the relevant market Industry

**2- Profits:** The profit represents net results a large number of policies and decisions and measure how efficient and effective management of the Organization in pounds by using efficient assets (O'Sullivan, 2007, 27) there are many clinical earnings are gross profit margin, operating profit margin, net profit margin, And return on investment, return on equity, and profit from more strategic goals a priority



in the work of business organizations and tendencies in the strategic course of action to meet the market competition.

**3- Mental status:** The growing interest of mental status and its importance to the customer due to the ML's important role in forming opinions and making decisions and shaping the behavior of individuals to the Organization, and therefore it has become a desirable image configuration key objective sought to be achieved by all organizations, and locate it mental impression Who is the individual things surrounding it succumbed to the information stored in memory about her and understand her or what he sees and touches him and identified by (Debourg, 2002, 581), as the combinations of mental collection company or a certain idea or service tag or customer

**4- Quality of service:** Define (Lovelock, 2001, 30) The expression of the work or the performance or activity provided by one person to another and this process may be associated with or without a physical product and performance here will be untouched, besides that don't yield him possession of the service in this sense defined by (Kotler and Keller, 2006, 402) as any act or activity or performance or achievement or benefit. Presented by one party to the other party, it is not concrete have anything and that their production may be associated or not associated with physical commodity manufacturers or distributors can or agents to add value to their products and to distinguish themselves from others and following the quality is standard for the degree of conformity of actual performance with Outlook Clients for this service or as a difference between customer expectations for this service or as a difference between customer expectations for service and management, is the concept of client assessment reflects the degree of excellence or Excel in the service

**Confronting Competitors:** (Hitt, et. al, 2007, 45) said to face competitors by the organization requires them to analyze information related to competitors in the same industry and workers that often include objectives for current and future strategies of competitors, and as pointed out (Al-Esawi et al, 2012, 366-368) that best Source of receiving important information about competitors ' strategy stems from the examination and diagnosis of his performance and his work and his plans to be implemented and the major powers to make face competitors require the organization understand strategic elements product recipes, resources, skills and competitive capabilities and sees (Al-Bakri, 2010, 127-128) to organizations that

seek to achieve excellence and facing competitors that operate on a competitive strategy that will outperform the competitors or to confront them the competitive influence in the market in which they operate (Al-Bakri and Dlimy, 2013, 81-83)

## 2.4. OBJECTIVES OF STRATEGIC MARKETING DECISIONS

Marketing decisions are made to an end trying to achieve an institution and this is very evident in the following points:

**Profit:** Taking profit criterion as the basis for marketing decisions a lot of attention to the marketing managers and profit in the profit mean that gives us the maximum income in remote range and consequently the profit in the long term is a standard resolution and maximum profit is the rule applied by the Marketing Manager and is in the process of analyzing the most decisions Marketing, and when he looks at the problem on this basis will be dealt with in a rational way avoiding that occurrence in hasty decisions or irrational, which to be able to know the factors related to the problem and avoids looking at the problem from the angle of sales volume or separate cost angle about profit in the long range. , So the sound direction to make rational decisions in marketing is to collect between sales volume and cost and profit over the long term.

**Volume of sales:** sales target is before the other database marketing decisions, this goal has become seen as a basis for profit rather than sales volume in itself, if the manager wants to increase sales but those sales that bring him maximum profits possible in remote range and maximum profit target is in range Long finished first in goals of marketing decisions followed by sales volume

**Growth:** One of the objectives is growth marketing decisions that are of great importance, there is no doubt that puts Marketing Manager in mind the goal of maximum profit in long range due to the link to growth but will not be taken but instead of it being introduced with a view to reducing the rate, the growth rate as a criterion for decisions in the industry take on shrinking profit decline In the future the aim growth taken into institutions to come work in industries that are in the growth and expansion

**Share in a market:** where marketing targets institutions often develop excess profit and sales volume and growth rate through tireless quest for a larger share of the market of commodity or industry market and that's what makes her

decisions and control as well as reviewing the impact of every decision on market share despite the recent may serve as defensive resolution but the goal of winning and when you put market share goal of Foundation for reaching it shall think that through him the midpoint in the way to get more profit in the long run, these objectives are achieved through a series of steps (Al-Bakri, 2008,179-180; Mohammed, 271-272).

## **2.5. STRATEGIC MARKETING DECISIONS**

There is a bunch of marketing mix decisions but our emphasis will be focused on each other and which have a strategic nature where we'll have some decisions about product and pricing in addition to distributing and promoting.

### **2.5.1. A Marketing Product Strategy Decisions**

There are several product decisions can take these decisions distinguish as following

**Submit a new product:** where the dynamic nature of the markets to be conscious and aware of the Foundation of consumer needs and desires it unfamiliar to this growing and evolving desires which requires that need constant access to these needs and working on matching events between these needs and what you produce an institution New product submission process is one of the strategies that can respond to the challenges dictated by market dynamics including developments in consumer needs and desires that want this institution to respond to the requirements of change in the labor market in order to achieve survival and persistence in this market making The Foundation recognizes the importance of that, by taking into consideration both environmental factors possibility internal group and available resources and organize indoor or outdoor facility that includes economic situation and technology competition and consumers and the like and the decision to offer a new product might be offering a product that has to do with an existing product has nothing to do with the current product, and eventually must point out the important fact that cannot be overlooked is the odds of failure and risks related to launching a new product, which requires a great degree of paper format.

**Improve Product Development:** the second option before launching a new product after the institution where this decision to change one or more of the properties of an existing product due to the rapid development of the tastes and desires of consumers so that the institution seeks to continuously improvements on

the production of goods or services and constantly adapt with desire Of clients in order to prolong the life cycle of this product on the market as well as confront rivals and a desire to increase the relative share of the market and can enhance profits following amendments to existing product through three related aspects and are summarized as follows

**Functional alterations and changes affecting:** the use and benefits of product and its functionality so that make a product more responsive to the needs of consumers by adding new functionality or current product benefit thing which leads to strong and big leap in turnover Foundation and overall functional modifications can keep My mental image of the product to customers

**Changes in quality:** are associated with raw materials or production methods used to increase the capacity of a product to meet the desires of customers or increase productive age, as may be modified by using a set of cheap raw materials costs affecting the price reduction or stabilization in which accepting customers

**Modify the form:** where are those amendments related and fixe that must draw in customers' minds about this product and especially the properties that can be tested with normal senses of the human being as the feel of the smell and taste of sound and colour to add to the shape and size of the package as well as the appearance and manner of writing the name of the product and the way the colors print on bottles

**Cancel and delete the product:** where it is ending a productive lifespan of a product being reached a degree of tumble and resulting inability to alleviate competitive products in terms of quality and price or any other reason besides the emergence of modern production technologies enable an institution to produce alternative commodity items at a lower cost , Due to negative effects from deleting a product and future directions Foundation process they resorted to adopt objective criteria and well thought out it must consider when deciding deletion, including financial criteria which includes the relative contribution to overall profit producer as well as the current investment opportunities compared with a probable additional opportunities The marketing standard which includes product sales growth rates as well as market share and a degree of customer loyalty that also producer Admin criterion that has a philosophy of innovation and development and employment size using previous decisions affect the growth of an institution in the future and the

ability to provide cash to add to its head Alive and that by strengthening the existing product lines with limited contribution in addition to these profits there pricing decisions (Naji, 2002, 334-335; Tallat, 2002, 333).

### **2.5.2. Marketing Pricing Strategy Decisions**

strategic marketing decisions regarding the pricing of this importance due to the effects of pricing decision is the most important, decisions about the marketing mix to the Organization at the level of the overall performance of the Organization in addition to its contribution to increasing profitability, it can be used as an effective and influential element to attract consumers Through a set of resolutions and characterized by the following.

1- **Scrape the market:** high prices and pricing is for new products pricing terms from which new product pricing in an initial phase, based on the maximum price possible can a consumer with high income to pay this to recover the costs of research and development in the least possible time and then a gradual reduction of prices of splits into high Sector client groups, and this requires a decision to be a product of his unique characteristics related to him reduces the elasticity of demand in addition to the possibility of reducing the price in the next stages of his existence in the market, as well as speed and anticipation of labor market competitors and their activity to prevent entry by all products to his expenses but maligned on this kind of decisions is the lack of m EW market fragmentation according to income when determining the volume of sales in each stage

2- **Market penetration:** low prices and pricing is getting the biggest possible size of sales through display products at the lowest possible price Ah moderate price commensurate with the broad categories of consumers because any prevent competitors from beginning to enter the market similarity in specification of goods made with the specification of goods present in the labor market and the possibility of us The sin of the possibility of market response consumers with lower prices

3- **Price leadership:** where this decision to avoid the problems leading to address freedom where prices pricing institution based on the rest of the prices adopted by other organizations in the same industry and these institutions with large target market share that Commander determines the price and in general there are two types of price leadership either deliberately Foundation leaders to take the

initiative in changing prices and then be ready for the rest of his followers provided to achieve sufficient profit. Or reliance on small but certified as Commander of the price after proving their ability to analyze and diagnose the changes in the market there are several grounds which are supported when the pricing process including find pricing based on cost price on the basis of a prospective return on investment pricing based on the capacity of consumers to add to the pricing Based on the prices of competitors.

### **2.5.3. Marketing Strategy Decisions Related to Marketing Decisions Related to Distribution**

distribution of great importance and relevance stems from the serious and important role played by the Distributor, the latter could kill efforts to large enterprise small actions which may be an example of advice to our client to purchase products for other institutions, so The Foundation shall cooperate with the Distributor against the background that the institution selling through a Distributor and not a Distributor as it offers its support by providing information on the labour market and competitors, is that require building long term relationships with The most important decisions regarding distributions and suitable for the following Foundation (Amin, 2001, 262).

1- Choosing a distribution channel: the tradeoff between resolution requires direct distribution which provides an opportunity for an indirect or distribution, that is, an institution to monitor the way in which products in the markets of dependence on intermediaries because of lack of financial resources or motivation to benefit from the advantages of specialization and not to focus on the area is not competence or intermediaries with experience and the connection speed and the like.

2- Choosing the most appropriate allocation of indirect ways so choose to distribute products through indirect distribution and direct process, if the products to be distributed using one channel or several channels availability of mediators as well as intense competition, tradeoff between these methods on the basis of different number and density of consumers possible Adopting them on sale.

3- Determine the quality of mediators any decision regarding the identification of types of shops which sell to consumers whether stores or retailers

4- Defining the scope of distribution where this decision to determine whether the distribution would be including any reliance on the distribution of goods by a large number of distributors to enable customers get products with less effort and time as possible Selective or any reliance on a limited number of intermediaries in the distribution of merchandise due to their ability to serve commitment commodity at a specified price by a big firm. Single or any distribution of commodities through one distributor or sole agent in each geographical area you want and Foundation dealing with this choice as a result make sure dispenser measuring effort Foundation and reputation in the market

5-Choose the brokers: select the institution's decision by suitable for distribution of products, as well as stability and determine the scope of distribution of retail quality selection decision or sentence segmentation that depend on them in the distribution of commodities brokers who handle the distribution of goods as it should work with brokers Foundation as a strong partner to give it more

6- Front vertical integration: this decision reflects the contractual agreement that is being held between one institution which arise from outlets set their commitments and by providing the Foundation for what the distributor of goods and prices for that buying a certain quantity of these goods as the Foundation must provide a reseller sales With consumer desires consistent with the corresponding access necessary information Foundation with its activities efficiently and that may reflect their cooperation that leads to profit may not be achieved by either of them alone but leads to elevated work channel and achieve their goals more efficiently and more effectively

7- Expansion: and that means developing the market through existing products in new markets and sales growth and increased desire and that decision must be made on the basis of recognizing several variables have a big impact in terms of customers and competitors and other factors

#### **2.5.4. Marketing Promotion Strategy Decisions**

there are a range of decisions that have a strategic promotion related HD due to the reflection on the future of an institution which is related to how pleasing the customer and therefore the Foundation strives to understand this behavior took a

client better understand and then try to influence it through various Strategies and through a variety of means are encouraged and hence to blockbuster products of this institution and then gaining PR and sales activation allegiance and achieved through a set of decisions represented here

1- Compression decisions: where is depending on strong runners in convincing style as being the optimum method to convince clients of the institution and its products and introduce them to the real benefits of these products through the use of methods of comparison between products and between rival products, which happens on the store you buy now, pay now, pay later.

2- Decisions of the revelation: where is pursued as to persuade streamlined on facts and not on pressure such as former method, but this method depends on the minds of consumers by trying to attract them to a long dialog for language products, which gradually establishes these products in the minds of these consumers and then accessing these products fully convinced.

3- Choosing appropriate promotional tool: where is taking this decision after studying a range of factors affecting the life cycle of a product, the type and characteristics of the commodity, the size of the budget the philosophy department after taking these elements into consideration are then chose a way like me with very achieved, among these we find the decision means recognition Adoption of a declaration by which the institution reveals her identity to offer ideas, goods or services to consumers to persuade them and encourage them to buy them through his notes panels TV's newspaper, as well as activate the sales incentives are short for gifts that make it easy to move from one institution to such consumer products samples and Test product contests & raffle prizes and rebates and discounts and PR aimed at consolidating and improving the relationship between the Foundation and its audience and helps improve mental image of an institution and for goods provided by the client with parties which increases confidence and not affect products that by increasing sales and this Public relations lead to gain new customers by linking consumers requiring a strong relationship Foundation and straight and long lasting

## **6. STAGES OF MARKETING STRATEGY DECISIONS**

Stages of strategic decision making some strategic decisions can be made by one person is leading with insight and his ability to convince others that his idea



quickly, and that some strategic decisions to evolve through a series of small, incremental choices that drive the organization. By following a certain direction. And between (Henry Mintzberg) mentions three strategic decision making methods are adaptive and pioneering scheme either method IV add Strategic intelligence is the logical progression Queen role in strategic decision-making

1-The leading method and means that the strategy made by one person with authority and focus on new opportunities and problems are minor, and driven strategy from the point of view or vision or courage Awards actress founder and the primary goal is the Organization's growth.

2-Adaptive method: sometimes called fuzzy method or (model dwelling) and this special method for effective solutions (reaction) to the issues after the fact and not before they occur they are responsive to the problems that get more than the search for new opportunities under this kind of strategies There is no clear target due to the Division of power between the departments and the members of the Organization and decision making with multiple steps because they operate in a complex environment and decisions are the result of many allied forces agreement and such kind of decisions in most universities and major hospitals and many institutions .

3. The method schema: contains a systematic information suitable for the analysis of situations and then find an appropriate strategic alternatives and reasonable choice for more appropriate strategies, and includes the solution of existing problems. Quinn said the fourth method

4. Logical progression method: in this method the supreme power has a rational idea of themes and goals of the Organization and in the development of strategies they choose to rush attractive operations where the organization is able to explore the future and that this method uses planning activities that lead you achieve goals. So take a series of decisions that support each other and are focusing on systematic analysis and evaluation of costs and benefits of alternatives which achieve the integration of decisions taken. The schematic method is the most rational method and is better for making strategic decisions and studies have shown that appropriate chart style changing and complex environment there are then the steps within the process of developing decision making Strategy and as follows

1-Evaluate current performance results

- A-return on investment and profitability etc
- B – The message or mission and strategic objectives and policies
- 2-Review the governance of the Organization
  - A-Performance of the Board of Directors and senior management
- 3 - Survey and monitoring of the external environment to identify strategic elements (opportunities and threats)
  - A - Community and important environment
  - B-External opportunities and threats factors analysis
- 4-Survey and monitoring of the internal environment
  - A-Structure, culture and resources
  - B-Analysis of strengths and weaknesses
- 5-Analysis of strategic elements
  - A-Analysis of strategic factors in choosing the current status (SWOT)
  - B-Audit and evaluation necessary for the goals and mission
- 6-Formation and reformation and chose strategic alternatives
  - A-In light of the analysis of the previous step (5)
  - B- Check and go to the best alternative
- 7- Implementation and application of the strategies chosen by programs and budgets and procedures
  - 8- Calendar and control strategies implemented by the system (feed Back) and control activities to reach the lower deviation of plans

The steps (1 – 6) represent strategy formulation

And that step (7) the implementation of the strategy

And step (8) represents a calendar control (Jamila, 2011)

Also We mentioned in the above strategic intelligence for several roles, including a turn in (anchoring features leaders, change processes, competitive weapon, and its role in supporting decisions and industry), but the role of strategic intelligence in support of the process of making strategic decisions the most prominent roles of strategic intelligence provides Information and knowledge for decision makers within the knowledge economy shifts, to the extent that it became a tool (for Governments, organizations, and universities, and hotels.) in decision making and in dealing with decisions that the Department focus on non-measurable

variables and choose the appropriate alternative Of the alternatives (Salih et al, 2010, 158).

Most decision makers at major organizations to use information technology in their pursuit of work performance and increase profitability, but the problem here is not to take full advantage of the value systems and data in decision making and in the assessment of future threats because of the complexity of the systems And variety and the wealth of information stored in a number of databases of different types for this strategic intelligence emerged to stir technical balances and gives the individual solution for the optimization of data in making appropriate decisions (Al-Taey, 2009, 63).

Al-Azzawi (2008, 171) that the strategic intelligence provides information on (competitors, TEC), to ensure the accuracy of the information on which to base its strategic decision making process

The survival and persistence of organizations depend on is the basis of strategic intelligence that has become the base element that creates added value for all the Organization's resources possessed by (Gonzalesa and Zaima, 2008, 3).

As well as support for industry driven decisions by operations managers in particular resolutions (Integration, and evaluate competitors, and adopt new technology term) as strategic intelligence plays a vital role played by the Organization, this role is not traditionally or routinely as it includes diagnostic and analytical and creative roles in all activities and processes Within the various business organizations (Tham and Kim, 2003, 2-3).

And confirmed (Qasim, 2011, 60) quoting (Pauker et al, 2003, 3; Salih et al, 2010, 159) on the importance of strategic intelligence in the decision making process while the merits of strategic intelligence support for decision making requirements of senior managers in the Organization, by providing them with information Relationship with their departments, and providing new insights and making phase through the following.

1-Strategy:-sets new growth opportunities within this strategy and beyond

2 -Sales:-determines the sales channels available to maintain existing customers and attract new ones

3-Research and development:-personalized technologies and new developments with substantial impact on the economics of the industry within which the organization operates

4-Finance:-determines the opportunities available in the business environment and venture capitalists seeking to invest in

5-Marketing:-diagnosis of new directions for customers which may pose a threat to the Organization's brand

6-Marketing:-diagnosis of new directions for customers which may pose a threat to the Organization's brand

The goal of survival and development and continue to require constant hard work and organization in order to gain customers and increase market share and its place in the competition environment, which forces a mechanism enabling it to generate opportunities and discover threats in both the internal and external environment, strategic intelligence, Where represents a mechanism for managing all information surrounding the Organization (Elias and Hamza, 2010, 16).

Johnson (2000, 1-5) that intelligence is a strategic tool to gather information which provide decision makers with the knowledge that supports them in their industry for those decisions and enables them to listen to the environment in which the organization operates, and then analyze the information to activate their abilities in forecasting and future planning and Adapt to environmental variables, in the frame of mind about what happened and what will happen in the future. Strategic intelligence is a key component of the activity of each logical decision making process (McDowell, 2009, 52), and support strategic intelligence requirements for decision making among senior managers in the organization by providing them with information relevant to their departments, and providing new insights and will manufacture (Jasir et al, 2013, 373).

Causes of growing importance is the role of strategic intelligence to support strategic decision making process (Kawaz et al, 2012, 180).

A-The increasing need for information managers in their work in an environment of uncertainty

B-Accreditation on strategic-oriented intelligence efforts in supporting the process of making strategic decisions

C-Policymakers focus on analysis rather than searching for realistic information industry

D-Quickening organizations to build predictability, and adopting resolutions precise criteria to judge their performance and identify new opportunities and then rejoice and avoid threats or converted into opportunities

In the same vein confirmed (Seitovirta, 2011, 58-59) strategic intelligence supports the decision making process through the following

1-Strategic intelligence provides decision makers with a framework for making decisions and also helps them to form a picture as the screen indicators to managers about business environment to help them build a backdrop for making decisions and understanding what is happening in the markets

2-Strategic intelligence provides external information to supplement internal information to use in strategic decision making

3-Strategic intelligence provides information for making decisions when setting goals for expansion and investment in new technology which helps decision makers to get the facts better or at least to improve their assumptions about the decision to be made. In the role of indicators strategic intelligence in support of the decision making process is arguably (Salih et al, 2010, 161).

**First** – this role develops the ability of organizations to build her reputation, and her assumption of strategic administration accelerates construction site that guarantees its superiority

**Second** - information is the starting point for this role, provided we adopt ethical methods and information technology (discusses for example) in their collection, and in time, then take advantage of the knowledge provided this information in decision making and management strategies developed (Nisan, 2014, 90-94).

The researcher believes that intelligence is a strategic tool to gather information which provide decision makers with the knowledge that supports them in their industry for those decisions and their attention to the environment in which the organization operates, and then analyze the information to activate their abilities in forecasting and future planning and coping with environmental variables, In the frame of mind about what happened and what will happen in the future and strategic intelligence role in strategic decision making process lies in the strategic managers

estimated during the enjoyment of its elements and are (prospective, strategic vision ' partnership, motivation, creativity) Give them insight and vision and innovation with market issues and competitors and is looking is important in decision making regarding those issues, and expands their horizons, with more understanding of the strategic issues that provide him across their long strategic information at the right time, and guide them to the issues that baffle them Strategic industry actors and find alternatives and evaluate and choose the best ones and support the senior management of the organization with appropriate strategic decisions that contribute to the achievement of the future objectives of the organization.

## **2.7. ALTERNATIVE APPROACHES TO STRATEGIC MARKETING DECISIONS**

Whilst there are many different approaches to the making of strategic decisions to formulate and develop a strategy, the two we will discuss in this unit are the rational formal approach and the emergent strategy approach the key component of the rational planning approach is that it is a highly formal linear sequence, which requires a highly formalized approach to strategic marketing decision-making and a mechanical programming approach to the implementation of those decisions. Underlying the rational approach is the assumption that the process of strategy development is like a machine, if each of the component parts are executed as specified, then the end product, that is the resultant strategy, will be effective and efficient. In terms of strategic decision-making, there will be a strict hierarchy of decisions which need to be made in a particular sequence. The implementation of those decisions whilst important is perceived as being something that is considered as a consequence of the strategic decisions and not necessarily as part of the decision-making process. This means that the rational formal approach has certain characteristics such as.

1 - Strategies result from a controlled conscious process of formal planning which incorporates a sequence of distinct steps in the decision-making process.

2 -Responsibility for the whole process rests with the chief executive but the implementation is the responsibility of operational managers and the two are seen as separate.

3-Strategies are comprehensive and highly detailed and quite explicit in nature. This means they can then be implemented through detailed operational plans specifying objectives, action plans, budgets and control measures.

The Emergent School of strategy development on the other hand believes strategies are formed and not necessarily formulated. In other words strategies are built from a number of little actions and decisions made by different managers in an organization, sometimes with little thought to the strategic consequences. Taken together over time these small changes produce a major shift in direction. Thus the strategy emerges from the various corners of an organization and forms itself, as over time these small changes crystallize and take shape until they reach a form when they can be clearly articulated as a strategy.

In making strategic marketing decisions to meet the challenges of today's markets, firms in many ways need to make strategic decisions as to how they will proactively develop new markets and new strategies, whilst at the same time making decisions as to how they should react to changes and developments in the marketplace. This is much akin to the emergent strategy development process proposed by Mintzberg (1973). He distinguishes between deliberate strategy (rigid plans set from above) and emergent strategy that changes as new market insights arise. Mintzberg sees strategy development as something that emerges through the creative and iterative process of crafting a strategy of proactively seeking new opportunities whilst reacting to the challenges faced in the marketplace stating that strategy '...is developed through long experience and commitment. Formulation and implementation merge into the fluid process of learning through which creative strategies emerge Strategy development, therefore, is a multidimensional iterative process which can be built from any aspect of the marketing process and transcend up an organization rather than being dictated from above. There has to be a thorough systematic analysis, but it also requires intuition and experience, innovation and creativity from all the persons involved in the company's operations (Doole and Lowe, 2006, 27).

## **2.8. THE NEED FOR INNOVATIVE THINKING**

To respond to the environmental challenges, strategic marketing decision-makers have had to rethink the market boundaries in which they operate and base their market definition in terms of the customers they serve, rather than the product market they are in. This has meant they have to break free of the notion that they have a localized customer base and so seek new customers globally, and they have to break free of their thinking in terms of the product/service boundaries that prevail within the market so that they can create innovative strategies that change the basis on which they compete, of the drivers for strategic realignment discussed above, it is almost inevitable that at some stage, marketing managers will face the problems of breakpoints. According to (Wilson and Gilligan, 2004, 122) these could arise for a number of reasons.

1- Changes in the demographics or social structure of a market which herald changes in customer needs, their values and/or expectations of the product and services they seek.

2 -Technological breakthroughs which provide the innovative organization with a major competitive advantage but which in turn put competitors at a disadvantage.

3-The identification of new business opportunities by companies, which redefine the market boundaries, cause a rethink amongst competitors as to how they should now compete.

4-Shifts within the distribution network, which lead to changes in the balance of power between manufacturers and retailers and very different sets of expectations – this could sometimes mean changes in the supply chain, which offer scope for major reductions in cost. -Indirect competitors developing a new resource capability and so becoming direct competitors bringing into the competitive landscape a different set of skills as well as a different perspective on the market.

5- Mature market companies are facing increasing price competition and so declining returns, which force a radical rethink of how the company is operating and how it should develop in the future.

It also means, that in order to compete effectively in today's marketing environment, marketing decision-makers need to take on a more strategic role and



ensure they are able to show how the marketing decisions taken can deliver better revenue growth, more profit and increased customer satisfaction. As said previously, in today's highly competitive marketplace, marketing managers are required to be much more accountable for their actions, be able to show the cost-effectiveness of marketing tactics and show how marketing strategies add to the shareholder value of an organization.

According to Piercy (2002), if strategic marketing decisions made by marketing managers are to clearly show how they contribute to shareholder value, this means companies have to develop customer focused strategies based on offering value to customers which in turn enhances company performance and so increases shareholder value. This means strategic marketing decisions need to be concerned with

1-How to create value – Piercy views this as the key issue in achieving and sustaining competitive success, particularly in relation to branding and customer relationship management given the increasing demands made by customers.

2-How to harness the power and impact of the Internet – Particularly in relation to the need to develop an integrated and multi-channel routes to a company's markets

3- How to achieve a totally integrated marketing effort – The need to ensure the strategic decisions made exploit all the company's resources and capabilities to deliver value

4- How to engender creativity in the strategy of a company – Piercy argues that the focus of strategic decision-making should be on strategizing and creativity and not on the bureaucracy and structures of formal planning (Doole and Lowe, 2006, 22-23).

### **2.8.1. The Need to Deliver Shareholder Value**

According to Doyle (2000), by delivering shareholder value, marketing is more able to influence strategic decisions in the boardroom at a corporate level. Shareholder value marketing offers a way for managers to show how marketing strategies increase the value of the firm as well as provide a framework and language for integrating marketing more effectively with other functions of the business. Doyle suggests the need to deliver shareholder value redefines the marketing concept

as the marketing concept states that the key to creating shareholder value is building relationships with target customers based on satisfying their needs more effectively than competitors (Doyle, 2000, 75). The traditional marketing objectives of increasing market share and building customer loyalty, he argues, are not enough in themselves, unless they can be linked to the increasing of shareholder value and higher financial performance.

The shareholder value principle asserts that marketing strategies should be judged by the economic added value they generate for the company, be it owned by shareholders or owned privately: the returns being measured by dividends and increases in the company value. This is based on two principles

1-The primary obligation of managers is to maximize returns for shareholders and owners.

2- The stock market value of a company is based on the investors' expectations of the cash-generating abilities of the company (Doole and Lowe, 2006, 23).

**CHAPTER THREE**  
**THE ROLE OF STRATEGIC INTELLIGENCE IN THE**  
**DEVELOPMENT OF STRATEGIC MARKETING DECISIONS:**  
**A RESEARCH IN FIVE STAR HOTELS IN ERBIL**

**3.1. THE STUDY BACKGROUND**

In this section, the study background, we aim to reveal the previous studies on the topics that related to the study variables strategic intelligence and strategic marketing decision. So, the main theories are reviewed first, followed by some thoughts that may afford different backgrounds and validations for the study variables through discussing the previous studies and areas of benefit. Despite the various studies on strategic intelligence and strategic marketing decision

**3.1.1. Strategic Intelligence Studies**

Al-Azzawi (2008) this study is about The impact of the relationship between intelligence and strategic decisions of the service operations strategic analytical optional study success for the opinions of a sample of the Presidents and members of the boards of a number of colleges of the University of Baghdad, Curriculum survey exploratory curriculum, cognitive entanglement analytical, comparative method Curriculum survey exploratory curriculum, cognitive entanglement analytical, comparative method, Composed of (80) as Chairman and a member of the Presidents and members of the boards of colleges, the study included (9) colleges affiliated with the University of Baghdad. A descriptive statistic methods study adopted k (arithmetic mean, median,...) in determining the strength of the study variables, methods, deductive statistic nonparametric (rank correlation coefficient spearman) to test assumptions Building a framework for strategic intelligence topics, philosophy of knowledge and decisions of service operations and strategic success, and provide an analysis of the operating decisions discussed industry portals, giving the perception among the relationship described by strategic intelligence, down to clarify the mechanism of harmony on according to the logic Intelligence of the respondent and explore the differences in the levels of strategic success for colleges discussed, and examine mechanisms for employing this clever enough to make decisions where the operations and strategic success , Main conclusions To employ strategic intelligence in the performance of the activities of the Organization's strategic

position to identify beg rah targets, and future clients Diagnostics, then define the society is critically, as well as providing information as a strategic resource in organizational capacity building enhances the innovative processes of active service, then Survival and adaptation and growth strategic success The most important recommendations

Similarities with the current study, the present study agrees with the study of strategic intelligence that AI appreciated service organizations leaders who enjoy brand b (following vision, foresight, and systems thinking) partnership the ability to motivate (pay) intuitive-creative, and use percentages and arithmetic in the diagnosis Study variables.

Al-Taey (2009) this study is about Dimensions of strategic intelligence and its role in achieving competitive advantage prospective study of the opinions of a sample of managers in General company for pharmaceuticals and medical supplies in Nineveh , Descriptive analytical The study curriculum is Composed of (68) as the General Manager and many of the ringleaders are sections people managers at pharmaceutical company, Composed of (68) as the General Manager and many of the ringleaders are sections people managers at pharmaceutical company ,Percentage, arithmetic mean, standard deviation, correlation and simple multiplayer is Statistical methods, the aim of study Define the role of strategic intelligence in General company for pharmaceuticals and medical supplies in the study as well as Nineveh on attention span and realizing the management of the Organization discussed the concept of strategic intelligence and its application, and a recognition that the Organization's capacity to achieve discrimination Other similar organizations through its interest in intelligence strategies, The study showed the important role contributing to strategic intelligence in framing the relationship between strategic intelligence and achieve competitive advantages, The most important recommendations Strategic intelligence unit formed its mission supporting organization with the required information and contribute to shaping the Organization over the long term make strategic intelligence part of the training program for senior management and leadership in order to develop and refine strategic intelligence dimension so leads to new resolutions and long term strategies and plans , Similarities with the current study Strategic intelligence was used as the

independent variable, and use percentages, arithmetic mean, standard deviation, simple and multiple correlation coefficient.

Al-Abdaly (2010) this study is about Formulate a systematic scheme to influence personal characteristics of managers in strategic intelligence and organizational improvisation reconnaissance study of the opinions of a sample of corporate managers for Najaf-Iraq, The study curriculum is descriptive, Composed of Directors General Manager or Director of Department (100) Manager, the study of industrial and commercial companies operating in Najaf in Iraq, Percentage, arithmetic mean, the correlation coefficient, The aim of the study Harmonize the use of strategic intelligence and ability to improvise their own corporate leaders have systematically map industrial managers according to personal characteristics of the sample with the impact of those characteristics of b (age, sex, education, marital status, number of years of service) at the level of each Strategic intelligence and organizational improvisation,,Statistical methods main conclusions Strategic intelligence dimensions can harmonize and organizational improvisation, if link relationships between them (36) relationship of all direct relationships, The most important recommendation Interest in the development of strategic intelligence to the study sample managers through special courses, as well as the continued quest to diagnose difficulties in the work of the Director, Similarities with the current study is Addressing strategic intelligence in the private sector, and use percentages, the arithmetic, the correlation coefficient.

Qasim (2011) this study is about Impact of strategic intelligence in making an empirical study on the regional managers in the Gaza Office Al-onra, Composed of directors working in Gaza al onra Regional Office, who numbered (94) principals and community al onra study (United Nations relief and Works Agency for Palestine refugees in the Near East, Statistical methods isPercentage, arithmetic mean, arithmetic, relative correlation coefficient Spearman, multiple regression coefficient

The aim of the study, Identify the strategic intelligence impact on decision making for managers working in Gaza al onra Regional Office survey identifying the impact of (gender, age, years of experience and qualifications and seniority and the number of supervisors) on strategic and practical intelligence. Making decisions, Main conclusions is a statistically significant relationship between the elements of

strategic intelligence (to anticipate, future vision, systems thinking, motivation, partnership) and decision making for managers working in Gaza al-onra regional office, The most important recommendations , Strategic intelligence unit formed its mission to provide UNRWA with the required information and contribute to shaping its future on beneficiaries of services and channels for dealing with them, and the surrounding risk assessments and monitoring of changes affecting their activities and assist managers in taking the position. Appropriate, Similarities with the current study is the present study agrees with this study that the strategic intelligence role in strategic decision making process, as well as using percentages, and the arithmetic mean, arithmetic mean regression coefficient, relative promotion.

Kawaz et al, 2012, this study is about Contribution to strategic knowledge in strengthening strategic intelligence case study at Asiacell communications in Iraq, Composed of directors working in mobile communication and Asiacell's (56), Statistical methods , The aim of the study is identify the support provided by the knowledge of the environmental analysis process generated strategy for strategic intelligence to business organizations in general managers and the company discussed in particular, by providing them with the information accumulated about internal environment analysis (strengths and weaknesses), and the external environment (opportunities And threats) leading to possess the ability to predict the future and draw a strategic directions, Main conclusions Individual answers showed respondents owning company management for strategic intelligence in particular aspects of extrapolating to develop company strategies in the long term, as well as generate intelligence strategic dimension in aspects relating to stir competition among employees to motivate them to achieve Excellence, the most important recommendations , The need to adopt appropriate strategic intelligence company according to the environmental analysis process data, and knowledge without putting the emphasis on intuition and guesswork in an effort to maintain market share, if strategic intelligence highlights as a gay in many circumstances and market conditions, Similarities with the current study is Conform to the current study that the company intelligence strategic on according environmental analysis data, and future knowledge organization as well as the use of duplicates, percentages, mathematical circles, standard deviations, simple correlation coefficient

Mohamed and Tayeb, Abdally, (2012) this study is about the role of information and communications technology in promoting strategic intelligence reconnaissance study of the opinions of a sample of managers of departments and administrative units in Dar-al-Salaam hospital Mosul, the study curriculum is Descriptive analytical, Composed of Directors and division directors and managers of some of the units (32) as applied in the field have chosen peace city hospital connector, Statistical methods is Duplicates, percentage, mathematical circles, standard deviations, simple correlation, simple regression coefficient, The aim of the study is The role of information and communications technology in promoting strategic intelligence in an important sector of the health sectors in the city of Mosul Iraq, Main conclusions is Information and communication technology plays a pivotal role in strengthening strategic intelligence, including its role in storing and retrieving information and data for strategic intelligence as an integrated system, The most important recommendations is Hospital managers (respondents) employing workers who are able to use information and communication technology in all positions and divisions and units of the hospital and what works on the set of activities and tasks performed daily, hence every month to improve strategic intelligence level, and this cannot be achieved Without an administrative leaders possess intelligent strategically, Similarities with the current study is The study sample consisted of Directors of departments and administrative units, which are part of the current study using sample duplicates, and percentages, mathematical circles, standard deviations, simple correlation, simple regression lab.

Al-Obaidi and Al Salem (2012) this study is about Customer relationship management strategy through achieving the relationship between strategic intelligence and intelligence , The study curriculum is Descriptive and analytical approach , The study sample and its community is Composed of two samples sample: senior management were identified on their opinions regarding the level of application of the company to strategic intelligence and organizational intelligence system, and the second sample: company chiefs to seek their opinions about the company's management to customer relations, (20) as in a company Pepsi Baghdad, Statistical methods is Mathematical circles and standard deviations in addition to the correlation coefficient (SPEARMAN) to test the spirits the relationship, The aim of the study is Verify the relationship between intelligence and strategic organizational

intelligence and drafting smart strategy customer relationship management through testing that relationship in Pepsi Baghdad, Main conclusions is It turns out there is a relationship between strategic intelligence and organizational intelligence on the one hand and the other hand customer relationship management. The most important recommendations is The need for the company to improve and increase customer satisfaction and loyalty, as well as maximize customer lifetime value. And optimization of customer sectors or parts of the profitable way of targeting customers total customer portfolio (each customer spent) and increase the effectiveness and efficiency of the management of the customer, and all this was achieved by focusing attention on strategic intelligence, Similarities with the current study is Strategic intelligence is owned by senior management to focus this research on senior management, managers and use mathematical circles and standard deviations.

Wanger and Belle (2007), this study is about Web mining for strategic intelligence in south Africa, The study curriculum is Qualitative approach and substantive analysis methodology followed, Composed of (36) people from experts and members of the competitive intelligence and strategic organizations of South Africa and the research community of small organizations in South Africa, which has a branch (circle) to competitive intelligence and strategic, Statistical methods is Data organization and classification and coding, The aim of the study is Explain how to use the technology (Web mining) for strategic intelligence and sleep him in South Africa organizations, especially the role of strategic intelligence to gather information about the Organization's external environment, where the Internet is an effective source of strategic intelligence. Main conclusions is Strategic intelligence provides the information required for strategic decision making, and Information and communication technology plays a pivotal role in strengthening strategic intelligence, The most important recommendations is give the opportunity for small and medium-sized organizations to search for information using the Internet for competitive advantage, Similarities with the current study is The present study agrees that strategic intelligence provides the information to make decisions.

Kruger (2010) this study is about a study of strategic intelligence as a strategic management tool in the long-term insurance industry in south Africa, the study curriculum is the descriptive, Statistical methods is Maximum, minimum, average, standard deviation, the aim of the study is explore how to use and exploit



the strategic intelligence for the long term in the area (South Africa's insurance industry sector, to improve their ability to resist attack competitors and expand into new markets, and make decisions about merging with other companies through the use of appropriate regulations Strategic intelligence, and to clarify the extent to which strategic intelligence feelings needs strategic decision-making in the insurance industry, Main conclusions is Strategic intelligence provides the information required for strategic decision making, and improve the decision making process of strategic intelligence process more prevalent in large organizations, The most important recommendations is Organizations should seek to enhance strategic intelligence capabilities through establishment of official departments, and/or functions and organizations must make use of methods and tools provided by the strategic intelligence to strengthen early warning systems, internal and external, Similarities with the current study is The present study agrees that intelligence is a strategic early warning tools for the organization.

Seitovirta (2011) this study is about the role of strategic intelligence services in corporate decision making, the study curriculum is case study, the study sample and its community is company (XYZ) Finnish, Statistical methods is organize data, and data classification, and notes, and identify patterns and styles, the aim of the study is describe the role of strategic intelligence in corporate decisions, and learn how to take strategic decisions of senior management in the company, and produce proposals about the role of strategic intelligence to make decisions in the future, and how to develop better strategic intelligence function for decision support, main conclusions is Strategic intelligence and represents the basis for making decisions, strategic intelligence provides decision makers with the necessary internal and external information, the most important recommendations is Strategic intelligence support in making decisions in a company (XYZ ) need to organize a strategic intelligence to include all levels of the company, similarities with the current study is strategic intelligence supports strategic decision making process.

### **3.1.2. Studies on Strategic Marketing Decisions**

Al-Shammari and Dore (2004) this study is about knowledge management and its role in enhancing the strategic decision process a prospective study of the opinions of a sample of managers of industrial firms in Baghdad, the study curriculum is curriculum survey exploratory, descriptive and analytical approach, the

study sample and its community is composed of (65) of managers and directors of departments and divisions, selected state company to manufacture batteries and electronic industries company posts to search, Statistical methods is Arithmetic mean, standard deviation, correlation sbearman level test (T) to select the moral link relationships, the aim of the study is stand on the role and importance of knowledge management in the process of strengthening and management of strategic and vital decisions related to strategic issues and multiple dimensions of great depth and complexity, this kind of decision requires in-depth research and knowledge and capacity for future analysis that addresses All assumptions and possibilities and discuss. Main conclusions is that knowledge is an important and necessary tool portal for various administrative activities in organizations not only in solving problems, and learning and planning but also in determining the fate and future of the organization through optimal strategic decision. The most important recommendations is the need for a scientific and practical means and methods in making strategic decisions concerning the fate and future of the organization mail from defining the problem and gather information on alternatives for work and then evaluated to test the best alternatives through optimal strategic decision. Similarities with the current study is Using strategic decisions as the dependent variable and using the arithmetic mean, standard deviation, test (T) to select the moral link relationships

Al-Bishtawi and AL-Mtawna (2005) this study is about real production costs system (JIT) in industrial plants of Jordan and his role in strategic decisions, the study curriculum is descriptive and analytical approach, the study sample and its community is composed of 20 industrial company, the Jordanian industrial sector companies, Statistical methods is Arithmetic mean, standard deviation, standard error average, test (ONE SAMPLET-TEST). Main conclusions is recent developments in the business environment requires advanced costs and production systems commercially and to assist in delivering advanced performance and standards serve the strategic decisions in Walker management governance. The most important recommendations is the corporate management and performance metrics should be used advanced criteria in addition to the standard cost system to increase rational decisions and choose the best available alternatives, similarities with the current

study is using strategic decisions as the dependent variable, using the arithmetic mean and standard deviation.

Jodie (2008) this study is about using strategic decisions as the dependent variable, using the arithmetic mean and standard deviation, the study curriculum is descriptive and analytical approach, the study sample and its community is composed of civil Iraqi banks, statistical methods is financial ratios. The aim of the study is statement of strategic relationship in banking performance, where he was using a set of financial ratios for banks to conduct analysis process. Main conclusions is given to the operational decisions financial ratios results are weak and useless led to low results and even loss of some banks, and this leads to validate the school premise there is a strong relationship between strategic decision and bank performance. The most important recommendations, developing an effective regulatory regime on strategic decisions that have been taken to ensure the achievement of the planned objectives, Similarities with the current study is the research community is the Iraqi private banks.

Meda (2009) this study is about factors affecting the accounting information system and its role in strategic decision making field study of Jordanian industrial companies. The study curriculum is descriptive and analytical approach, the study sample and its community is composed of (114) a manager of managers and financial managers and directors of major activities (production and marketing) in Jordanian industry companies. The study is statistical methods, the aim of the study is analysis of organizational factors, and means of information technology, and environmental influences in the accounting information system in the Jordanian industrial sector on the one hand, the effects of accounting information system in the process of taking strategic decisions on the other. Main conclusions is didn't find the trusted relationship between the accounting information system and strategic decision-making. The most important recommendations is need to use a model in the Jordanian business organizations other than industrial companies being capable to apply and test in other sectors and areas, similarities with the current study is using strategic decisions as the dependent variable and use the percentage ratios repetitions, arithmetic, multiple regression coefficient, tests (T).

Shaykh Yahya (2010) this study is about Impact of strategic flexibility as a variable mediator between environmental uncertainty and strategic decisions applied

study on Jordanian human drug manufacturers. The study curriculum is descriptive and analytical approach. The study sample and its community is composed of (180) principals, directors of human pharmaceutical companies. Statistical methods is frequency distribution, percentages, and computational environments, multiple regression. The aim of the study is detect impact strategic flexibility as a variable mediator between environmental uncertainty and strategic decisions in the Jordanian human drug manufacturers. Main conclusions is the level of importance of strategic decisions in the sample companies high. The most important recommendations is the sample of firms to increase the number of international markets in which it operates and that by taking decisions under these decisions ensure full performance. Similarities with the current study is conform to the current study that strategic decisions of great importance for the organizations discussed, using iterative distribution, most appropriate percentage, and computational environments, multiple regression.

Al-Hamza (2010) this study is about decision support systems as a variable medium to enhance the impact of tacit knowledge in quality strategic decisions applied study on cellular communication companies in the State of Kuwait. The study curriculum is compositional approach. The study sample and its community is composed of (61) director of cellular communications companies, managers of the State of Kuwait of middle and upper management positions. Statistical methods is duplicates, percentages, standard deviation, simple and multiple regression analysis. The aim of the study is learn about the impact of the tacit knowledge on the quality of strategic decisions and the role of decision support systems in enhancing the impact of tacit knowledge in quality of strategic decisions in the cellular companies, Kuwaiti. Main conclusions is managers working in cellular communication companies in the State of Kuwait study sample management and expertise in their field and is still welcome them to take substantive decisions regarding the nature of their business. The most important recommendations is improve decision support systems in place in Kuwait State cellular communications companies to help predict environmental changes, both internal and external. Similarities with the current study is consistent with the current study both studies sector, using iterations, percentages, standard deviation, multiple regression and simplex.

Al-Jabori (2011) this study is about emotional intelligence and its role in strategic decision making analytical study of the opinions of a sample of managers of organizations in the private sector in the city of Erbil. The study curriculum is a descriptive analytical approach. The study sample and its community is configured (34) a manager of managers working in private sector organizations in the city of Mosul. Statistical methods is arithmetic mean, standard deviation, multiple linear regression. The aim of the study is know the role of emotional intelligence (self-understanding, self-management, social understanding, Saabs) to take strategic decisions, and that in a number of private sector organizations in the city to a connector. Main conclusions is someone with emotional intelligence practice affected role dimensions in strategic decision, and spotted the largest practice social understanding in this role. The most important recommendations is the need to adopt a model of external oversight of the strategic decision, as contributing to the diagnosis of the organization's relationship with its environment, taking into account its strategic capabilities to ensure its survival and its objectives. Similarities with the current study is using strategic decisions as the dependent variable, in addition to the role of human intelligence (strategic and emotional) in strategic decisions, as well as using the arithmetic mean, standard deviation, multiple linear regression.

Al-Ghalbi (2012) this study is about entrances to the strategic decision making and its relation to the empirical study of performance on Iraqi organizations. The study curriculum is descriptive and analytical approach and precut. The study sample and its community is the number of organizations working in upper management (130) people (directors and heads of departments and people) to institutions and private companies operating in the production of tangible material goods in the province of Basra. Statistical methods is the arithmetic mean, and standard deviation, Pearson correlation, simple regression. The aim of the study is review of ideas centered around strategic decisions and entrances and append it to a field study on Iraqi organizations in Basra governorate tried to find the nature of the relationship between strategic industry portals and performance in these organizations. Main conclusions is there are several entrances to make strategic decisions in the organization, and to adopt a particular entrance is connected to many of the most important effects senior management values and preferences by and not know the organization changes and important events. The most important

recommendations is recommend Supreme Chairperson Iraqi organizations discussed to give great importance to strategic decision making entrances and adopt clear indicators to build a specific entry applicable to the situation or problem to develop her resolution. Similarities with the current study is interest in the strategic decision making entries.

AL-Samaray (2012) this study is about critical success factors for strategic information system and its relation to the effectiveness of the comprehensive resolutions. The study curriculum is a descriptive analytical approach. The study sample and its community is composed of (16) principals, directors of the state company for vegetable oils industry. Statistical methods is arithmetic mean, standard deviation, Pearson correlation, Spearman correlation coefficient. The aim of the study is relationship between critical success factors statement of strategic information system effectively making the strategic and May chose general company for vegetable oil. Main conclusions is despite the disparity in important critical factors of strategic information system and indicators of the effectiveness of the strategic decision it follows from the answers search sample agreement on important variables by extracted computational environments where all were above this speculation. The most important recommendations is the need to pay more attention to the views of employees and participation in strategic decision making process to ensure faster and better. Similarities with the current study is motivate employees through participation in strategic decision making process to ensure faster execution.

## **3.2. DISCUSSION OF PREVIOUS STUDIES AND USE THEREOF**

Third discussion of previous studies and areas utilized in view of its previous studies show summaries provided by the efforts of researchers in the study of strategic intelligence and strategic decision-making and abundance of knowledge provided by these studies, and then select the following paragraphs to describe. These studies and fields used in the current study, as follow

### **3.2.1. Discussion of Previous Studies**

1 -Many researchers pointed to the importance of strategic intelligence to provide strategic information that are used in strategic decisions by executives.

2 -Previous studies have focused on strategic intelligence dimensions of (prospective, future vision, and thinking, and the ability to motivate employees, and partnership, intuition, creativity).

3- Strategic intelligence studies has taken three directions: the first trend that strategic intelligence process or information-gathering tool that provides decision makers with the knowledge that supports them in their industry for strategic decisions, the second trend that strategic intelligence function deals with Issues affecting organizations in the medium and long term, the third trend that strategic intelligence indicates profile enjoyed by leaders of organizations.

4 - An agreement between researchers the importance of strategic intelligence played a crucial role in the success of organizations and achieves their goals and objectives efficiently and effectively.

5 -Previous studies have shown that many researchers agree on the importance of the process of building and strengthening a strategic decision that binds the fate of its organization, through scientific methods and deliberate steps to strategic decisions

6 - Some previous studies the impact of strategic intelligence in the decision making process like studying (Al-Azzawi, 2008) study (Qasim 2011) study (Seitovirta) where studies Iraqi environment and study the Palestinian environment and denominator both studies society is the nonprofit service sector. To make a profit and they (Iraqi universities faculties councils and the other is the international aid organization al-onra, either studying (Seitovirta) were sample company (XYZ) heavy industries that supply the finnish global services and technoly.

### **3.2.2. Use of Previous Studies**

1 - Deeper understanding of the subject of the current study through access to strategic intelligence researcher's contributions and strategic decisions.

2 -Learn about some sources and periodicals and theoretical and applied research that was available to view and track their results than easy way for the researcher to build a theoretical framework for research and contributed to enrich the intellectual concepts of variables.

3 - Find some sources, periodicals, studies that the researcher could not view them only after providing access to relevant studies in the subject of the current study.

4 -Identify methodologies for these studies and its sequence in the form in which easy way for a researcher to build a research methodology.

5 - Benefit from resolution received in previous studies and infer some paragraphs and questions to prepare a questionnaire for the current study.

6 - Knowledge of appropriate statistical methods to study the current and most useless to test his model and research hypotheses default.

7 - Start from where others ended the previous studies as a basis for a new beginning.

### **3.2.3. Current Areas of Study Differ**

1 - The current study differed from previous studies in terms of inclusiveness and contents for the relationship and impact between strategic intelligence through dimensions (foresight, vision, and ability to motivate employees, partnership, and innovation) and strategic decisions

2 -This study also distinguished from previous studies for being performed on five-star hotels and knocked on the door of a topic so important, if the first is discussed strategic intelligence and its impact on the development of strategic marketing decisions not only at five-star hotels but at the level of the territory Kurdistan, whose youthful environment in strategic intelligence and how strategic decisions due to the newness of the field the respondent is five star hotels where its activities years ago.

3 - Access to strategic intelligence test that has been developed by a researcher in tests and interviews employing five star hotels in Erbil Directorate

## **3.3. GENERAL FRAMEWORK AND METHODOLOGY OF THE STUDY**

### **3.3.1. The General Framework for the Study**



Prelude to the applied side in this view is concerned with the general framework we study and by identifying the problem and relevance of study objectives and build its model and assumptions and their limitations as follows:

### **3.3.1.1. The Problem Study Statement**

strategic intelligence is one of the types of intelligence of strategic leaders who provide them with the skills to obtain the necessary information to make strategic decisions in all administrative activities in general and marketing activity, and to find out how smart Influencing the development of strategic marketing strategy resolutions came through following some problem:

- 1- What is the perception of managers in first class hotels in the city of Erbil on strategic intelligence?
- 2- Do you have hotel management and to clear method discussed in the decision making process of marketing strategy?
- 3- What are the trends of influence between each of the dimensions of strategic intelligence and marketing strategy-making process?
- 4- Are statistically significant differences exist in every strategic intelligence variables and marketing strategy decisions according to personality traits?

### **3.3.1.2. Significance of the Study**

Derives its significance in the following aspects:

A- Vitality theme first dealt with important variables through strategic intelligence and strategic marketing decisions and the second focused on the influence of strategic intelligence in developing strategic marketing decisions

B-The modern trend for service organizations in General, hotels in particular focuses on the preservation of intangible resources of strategic intelligence and information to make decisions

C- Their dealings is one brightness is strategic intelligence management and clarify the concept and its importance and define the essence of his ideas through the analysis of some of its dimensions

D- The current study is affecting an important sector of the hotel industry (which is the backbone of the tourism sector)

E- Five-star hotels awareness of the importance of our strategic directors with expertise, efficiency and intelligence to develop strategic marketing decisions access

F- Need five star hotels in the city of Erbil to grasp theoretical concepts and scientific practices to study variables?

### **3.3.1.3. The Study Purposes**

1-In light of the problem and its importance, the main objective of the study was to analyze the effect of dimensions of strategic intelligence in developing strategic marketing decisions.

2-Provide the theoretical framework for strategic marketing decisions.

3-Provide the theoretical framework for strategic intelligence concept and its dimensions.

4-Identify the interest of managers in the study variables thought hotels.

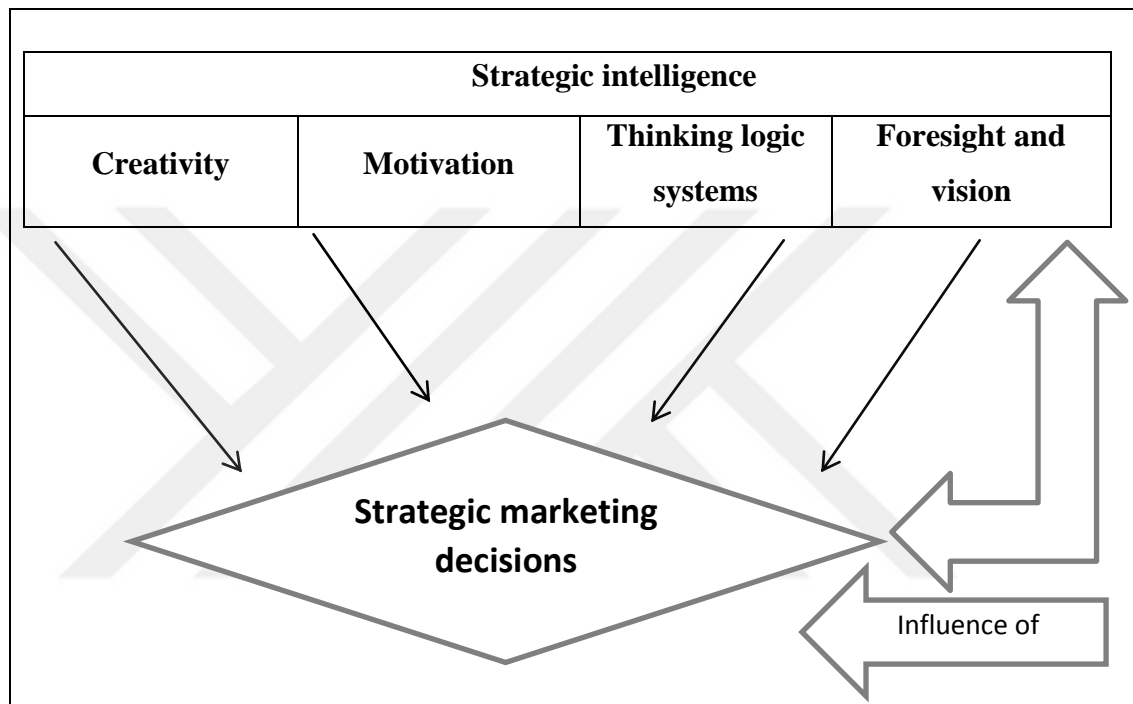
5-Urginghotels to acquire an international strategic intelligence catalog managers, through specifies individuals with intelligence and the ability to develop strategic marketing decisions.

6- Take advantage of the conclusions and proposals of the researcher rest raise the level of five-star hotels to provide excellent services through marketing strategy decisions.

### 3.3.1.4.-The Study Conceptual Model

In light of the problem of study and directions set out in the model design objectives study shows correlation effect between the independent variable and strategic intelligence dimensions of b (foresight and vision, thinking the logic systems, motivation, creativity) and variable adopted strategic decisions Marketing.

**Figure1.2:** Default study paradigm figure



(Source: prepared by the researcher)

### 3.3.1.5. The Study Hypotheses

Emerge from default study paradigm set of hypotheses and sub f as follow:

#### **H<sub>1</sub>-The first major premise**

There are significant moral influence among strategic intelligence dimensions combined between marketing strategy and decisions emanating from the first major premise several subsidiary assumptions.

**H<sub>1.1</sub>:** There's a moral influence to prospective and vision in strategic marketing decisions.

**H<sub>1.2</sub>:** There's a moral influence to thinking logic systems in strategic decisions marketing.

**H<sub>1.3</sub>:** There's a moral influence in strategic decision marketing motivation.

**H<sub>1.4</sub>:** There's a moral impact of creativity in marketing strategy decisions.

### **H<sub>2</sub>- The second major premise**

No statistically significant differences in strategic intelligence and marketing strategy decisions according to their personal characteristics (sex, age, education, years of service, the number of years of service in hotels).

### **H<sub>3</sub>- The third major premise**

Thoughtful organizations don't differ in their marketing strategy decisions depending on the differing impact on strategic intelligence.

### **3.3.1.6. The Study Materials and Method Second**

The primary purpose of this study is to investigate the relationship between strategic intelligence and strategic marketing decisions in the five star hotels in Erbil. The method adopted by this study is the discussion in the directorates of the five star hotels in Erbil. This study is descriptive that uses hypothesis testing. The hypotheses will base on the role presented in the study model. Data collection through the scanning tool will support the cross section. The use of the survey method is the most appropriate way to collect information from the population in a short time and with the lowest budget. The present study will examine the relationship between strategic intelligence and strategic marketing decisions, to analyze the role, research questions will be formulated based on the objectives of the study. Consequently, the section discourses the study approach and design, data sources, and the limitation of the study

#### **1-School boundaries**

**A -Limits of temporal boundary study:** the study identified between 2018 to 2019.

**B-Spatial boundaries:** study addressed all five-star hotels in the city of Erbil.

**C- Border:** the study includes upper and middle and supervisory departments of managers (120) in hotels if total

#### **2-Data collection methods and information**

A-The researcher adopted in collecting data and information on research methods: scientific sources: Arabic and foreign sources as well as periodicals and

University and elaterin messages and information network (Internet) and related research subject and support field profile.

B- Personal interviews: through field visits were conducted by a researcher at hotels for information about books on the raw data necessary to diagnose a problem, nature and objectives of the study and the feasibility of their implementation in those hotels.

C- Questionnaire form: the President and reliable tool to collect data and information relevant to the practical aspect in this study, due to the nature of the current study focused on analyzing the views of five-star hotels managers in Erbil, the study has adopted the descriptive to analytical.

### **3.3.1.7. The Study Design and Approach**

In regard the study design and approach, this study implemented the quantitative method. So, a quantitative approach reveals suitable for the study is to investigate the relationship between strategic intelligence and strategic marketing decisions. The quantitative method usually practiced in the study when working with statistical data. The quantitative research includes typically quantities and analytical measures that support explain, describe, search and brighten the relationships among the study topics. Furthermore, the quantifiable study can comprehend as a study process that through statistical and quantified outcomes that establish the actuality attempts to measure the study purpose. The study design is more appropriate as it permitted respondents to provide their related information on the subject of interest to the study.

### **3.3.1.8. Study Population and Sample**

As summarized in a table (1) and (2) the population of this study consists of head departments in five star hotels So, the managers of hotels selected as the study population, although they are possible to well recall on strategic intelligence and strategic marketing decisions, as they have knowledge and information on the talented leader and administrative. However, the manager of hotels is the authentic targeted population size, where the study pursues to determine their head departments strategies and thoughts on their decisions. Thus, the study sample technique presented as well as the sampling procedure. The persistence of sampling

procedures is, by establishing a range of processes to narrow down a study population to classify the proper sample. Accordingly, (128) managers selected and they contributed to the survey by replying to the survey questionnaire questions which is self-administered and distributed in the hotels particular. Nevertheless, the analysis data transferred to (108) forms that not analyze due to some incomplete information. Therefore, (120) questionnaires obtain for analysis. The following table shows the number of manager in five star hotels as well survey sample.

**Table (3.1): Study Population and Sample**

<b>Population</b>		<b>Sample</b>
Five star hotels	Number of manager	Sample size
Total Sample	120	108

**Table (3.2): Hotel features sample**

	<b>Name of hotel</b>	<b>Number of stars</b>	<b>Number of distributed forms</b>	<b>Number of sections</b>
<b>1</b>	<b>SIPAN HOTEL</b>	5	8	10
<b>2</b>	<b>VAN ROYAL HOTEL</b>	5	8	10
<b>3</b>	<b>DIVAN HOTEL</b>	5	8	11
<b>4</b>	<b>DEDAMAN HOTEL</b>	5	8	10
<b>5</b>	<b>GRAND SWES</b>	5	8	12
<b>6</b>	<b>KHANZAD HOTEL</b>	5	8	12
<b>7</b>	<b>SKY HOTEL</b>	5	8	10
<b>8</b>	<b>KRISTAL HOTEL</b>	5	8	10
<b>9</b>	<b>ERBIL INTERNATIONAL</b>	5	8	12
<b>10</b>	<b>ROTANA HOTEL</b>	5	8	12
<b>11</b>	<b>KOREK HOTEL</b>	5	8	12
<b>12</b>	<b>CAPITOL HOTEL</b>	5	8	11
<b>13</b>	<b>NOBIL HOTEL</b>	5	8	10
<b>14</b>	<b>AINKAWA ROYAL</b>	5	8	11
<b>15</b>	<b>SHAQLAWA INTERNATIONAL HOTEL</b>	<b>5</b>	<b>8</b>	<b>12</b>

### **3.3.1.9. Data Collection Procedures and Scale**

As reveals in the table (3) a questionnaire is established dependent on the literature reviewed. The questionnaire scale reflected an essential method of data collection for this study. However, this was precisely designed for this purpose and spread in the five star hotels, so, these hotels participates in the service of public

interest. Also, the current study uses probability sampling technique using random sampling. Moreover, the study selected the survey questionnaire for data collection since of its significance for the study approach and design and for the likely success it offers. The survey questionnaire divided into three sections, as demographic variables; gender, age, academic degree, and overall job experience. The first scale is strategic intelligence which have 20 question. The second scale is strategic marketing decisions that has 12 questions, all strategic intelligence and strategic marketing decision questions measured by using a five-point Likers scale getting from “Strongly Dis agree “1 to “Strongly agree” 5. See Appendix (1) show the survey questionnaire structure

**Table (3.3):** The Questionnaire Scale Structure

<b>Main Variables</b>	<b>Dimensions and Sub-Dimensions</b>	<b>No of items</b>	<b>Scale Symbol</b>	
<b>First: Demographical Variables</b>	Gender, Age, Academic Degree, and Overall Job Experience	5		The researcher
<b>Second: strategic intelligence</b>	Foresight and vision	5	A1- A5	
	Thinking logic systems	5	B1-B5	
	Motivation	5	C1-C5	
	Creativity	5	D1-D5	
<b>Third : Strategic marketing decision</b>	Strategic marketing decision	12	E1-E12	

### 3.3.1.10. Factor Analysis

Factor analysis is a statistical process that used to find a minor set of unobserved variables, which can explain for the covariance among a broader set of spotted variables also called manifest variables. However, a factor is a un spotted variable that is assumed to influence spotted variables. While, factor analysis is the components reduction method that forms replies to various variables, their dimensions, and analyses them into various variables, recognized as factors that make assessing. Consequently, strategic intelligence have a total 20 questions under four dimensions namely: Foresight and vision, Thinking logic system, Motivation, and Creativity, Moreover, the strategic marketing decisions. Has a total 12 questions or indicators, which is compound to take and relate the conclusions. Furthermore, to do the additional observation and test easier the factor analysis test has used and results revealed in the subgroups as follows. Steps in employing factor

analysis: Step 1: Calculate a k by k Interco relation ground. Calculate the factorability of the matrix.

Step 2: Extract a preliminary clarification

Step 3: From the preliminary solution, decide the suitable number of factors to be extracted in the final clarification.

Step 4: If necessary, rotate the factors to illuminate the factored form to interpret the nature of the factors better.

Step 5: Depending upon subsequent requests, calculate a factor mark for each subject on each factor

### 3.4. ANALYSIS AND FINDINGS

This aim of this section is to illuminate analysis and findings for the demographic data collected from the respondent's managers in five star hotels in the Erbil city. The demographic data includes frequency distributions. While, the second part statistical results from the data analysis presented by testing descriptive statistics, ANOVA and t-test, correlation and regression analyses

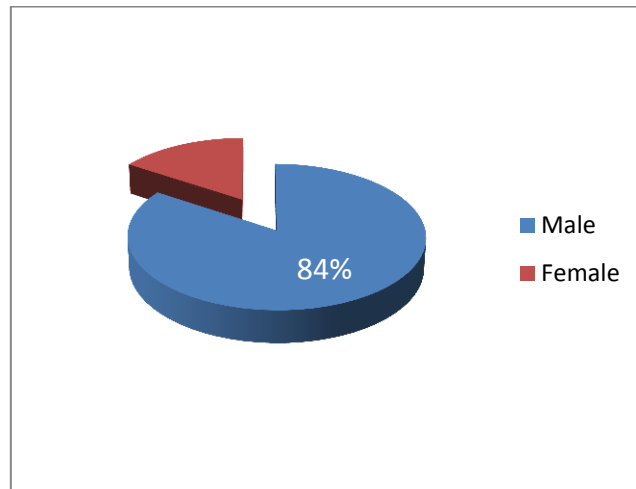
Gender, the study demographic data the samples demographic data in the study were collected to provide a reliable demonstration of the sample in this study. So, the below demographic data was collecting: gender as revealed in a table below as indicated in the table (4) distribution of gender based surveyors, the male managers who participated in the survey constituted 84.26% or (91) individuals of the sample compared to 15.74% or (17) female managers in five star hotels in Erbil city. This indicates the assignment of males to administrative tasks for hotels with a large population.

**Table (3.4):** Distribution of gender based surveyors

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Male</b>	91	84.26%
<b>Female</b>	17	15.74%
<b>Grand Total</b>	108	100.00%



**Figure 3:** Pie chart of Gender variable

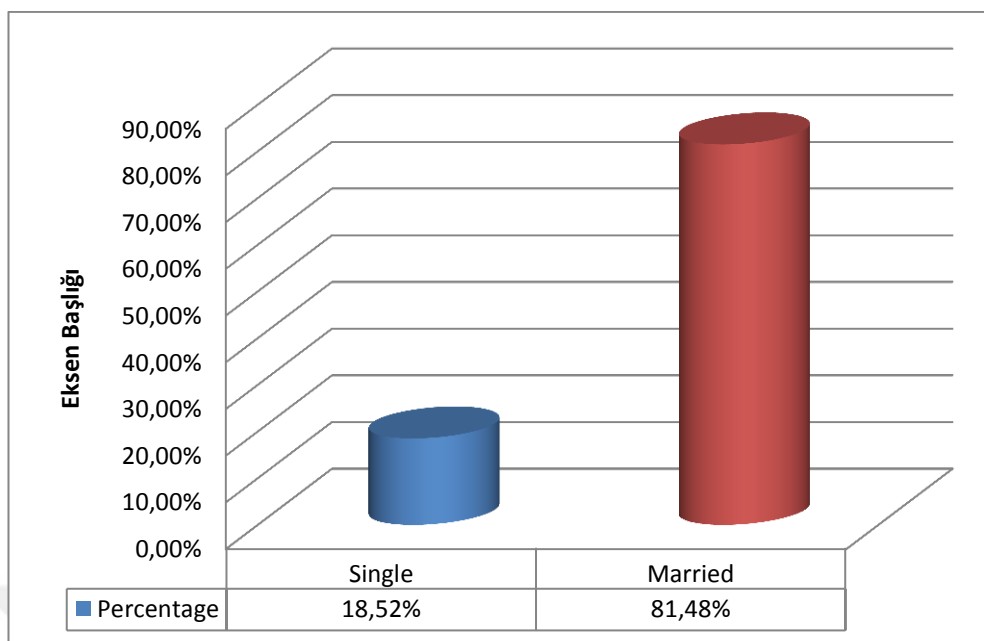


Marital states as revealed in a table below As indicated in the table (5) distribution of marital states based surveyors, the married managers who participated in the survey constituted 81.48% or (88) individuals of the sample compared to 18.52% or (20) single managers in five star hotels in Erbil city

**Table (3.5):** frequencies of participant's marital states

Marital Status	Frequency	Percentage
Single	20	18.52%
Married	88	81.48%
Grand Total	108	100.00%

**Figure 4:** Bar-chart of marital status's respondents



As given in table below the frequency of participates linking to their academic degree, it was obtaining that of the complete survey whom contributed: 29.63% or (32) in five stars hotels in Erbil city are bachelor degree owners in administration and economic; while 28.70% or (83) individuals of the respondents were diploma holders in tourist hotel. Further, 14.81% or (16) diploma in hotel institute, also 6.48% or (7) mechanical engineering, 5.56% or (6) bachelor degree owners in Accounting, 3.70% or (4) high school owners respectively and tourist management, as well as 1.85% or (2) individuals of the respondents' tourist college, medical institute, hotel management and engineering college. Grand total 100.00% or (108).

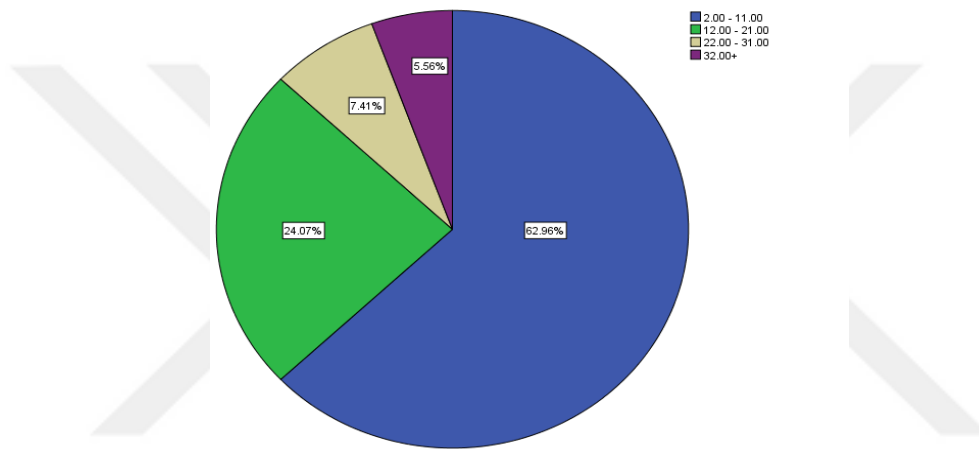
**Table (3.6):** Frequency of participates academic degree

Graduation Level	Frequency	Percentage
Accounting	6	5.56%
Administration And Economic	32	29.63%
Engineering College	2	1.85%
High School	4	3.70%
Hotel Institute	16	14.81%
Hotel Management	2	1.85%
Mechanical Engineering	7	6.48%
Medical Institute	2	1.85%
Tourist College	2	1.85%
Tourist Hotel	31	28.70%
Tourist Management	4	3.70%
Grand Total	108	100.00%

**Table (3.7):** Frequency of age

	Frequency	Percent	Cumulative Percent
25 years	2	1.9	1.9
26-35	54	50.0	51.9
36-45	36	33.3	85.2
46-55	14	13.0	98.1
56and over	2	1.9	100.0
Total	108	100.0	

**Figure 5:** Bar-chart of age respondents

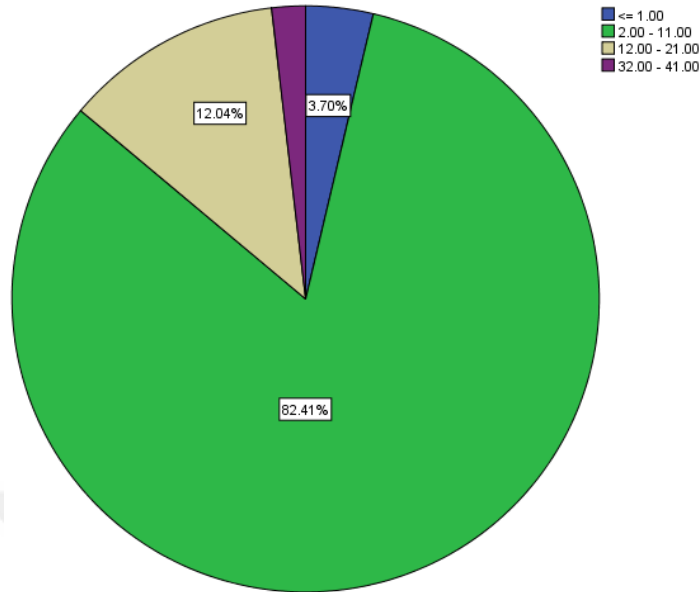


In the above Table, variable Age is divided into five classes. The age of majority participants is (2) within (to) years old (50.0% of the data) followed by the group of (3) (to). In the mean while the other groups covered with small percentage.

**Table (3.8):** Frequency table of total experience

Class	Frequency	Percent	Cumulative Percent
2.00 - 11.00	68	63.0	63.0
12.00 - 21.00	26	24.1	87.0
22.00 - 31.00	8	7.4	94.4
32.00+	6	5.6	100.0
Total	108	100.0	

**Figure 6: Bar-chart of total experience**



In our survey we asked the participants their overall experience of working. For this question about 63.0% said that they have experience between 2 to 11 years, whereas 24.1% of the respondents have been working between 12 to 21 years. However, the remaining is for more than 22 years' experience.

**Table (3.9): Frequency table of year experience in hotels only**

	Frequency	Percent	Cumulative Percent
<= 1.00	4	3.7	3.7
2.00 - 11.00	89	82.4	86.1
12.00 - 21.00	13	12.0	98.1
32.00 - 41.00	2	1.9	100.0
Total	108	100.0	

From our survey another important question was asked to the participants work experience in hotels and we have found that more than (82%) of the respondent worked in hotels between 2 to 11 years, while only 3.7% has 1 year or less than that experience in hotels and this gives us that our sample can match to criteria of our data.

### 3.4.1. Descriptive Statistics

This section tests the study variables; hence, these specialized on participants answer to rate the significance of the strategic intelligence namely: Thinking logic systems, Motivation, Creativity, and Foresight and vision also strategic marketing

decisions. On five-point Likert Scale. Nevertheless, descriptive statistics applied to quantitatively describe the crucial features of the variables using statistical mean standard deviations, the weight of agreement and t-test also used to test the significance of each item as being qualified for analysis

### **3.4.2. Frequency Table**

A frequency table is built by arranging collected data values in ascending order of magnitude with their corresponding frequencies. It will give us a summarized grouping of data divided into mutually exclusive classes and the number of occurrences in a class. Frequency table can be used for both qualitative and quantitative data.

The uses of Frequency Distribution are as follows;

1. To help us for analyzing the data.
2. To estimate the frequencies of the population on the basis of the sample.
3. to easiness of computation of various statistical measures

To construct a frequency distribution table, one has to count the number of observations that fall into each category. The number of observation falling within a class interval is called class frequency of that class interval.

In this study about “strategic intelligence borders in developing marketing strategy decisions-analytical study of opinions of managers in five star hotels in the city of Erbil”, There are 5 dimensions with names “Foresight and vision”, “Thinking logic systems”, “Motivation”, “Creativity” and “Strategic marketing decisions” where they have 27 variables in total. We have used frequency tables for all the data that will give us a visual display of the data and it is one way to organize data so that it makes more sense.

**Table (3.10):** Frequency Table

		1.00		2.00		3.00		4.00		5.00		Average	Standard deviation	CV
		Count	%	Count	%	Count	%	Count	%	Count	%			
Foresight and	A1	62	57.4	39	36.1	5	4.6	2	1.9	0	0.0	1.5093	0.67665	44.83%
	A2	50	46.3	46	42.6	9	8.3	3	2.8	0	0	1.6759	0.74669	44.55%
	A3	36	33.3	64	59.3	6	5.6	2	1.9	0	0.0	1.7593	0.63937	6.34%
	A4	41	38.0	52	48.1	12	11.1	3	2.8	0	0	1.7870	0.74947	41.94%
	A5	43	39.8	43	39.8	22	20.4	0	0.0	0	0.0	1.8056	0.75453	41.79%
	Average		43.0		45.2		10.0		1.9		0.0	1.7074	0.71334	41.89%
Thinking logic	B1	44	40.7	33	30.6	24	22.2	7	6.5	0	0	1.9444	0.94556	48.63%
	B2	41	38.0	39	36.1	21	19.4	5	4.6	2	1.9	1.9630	0.96602	49.21%
	B3	39	36.1	43	39.8	25	23.1	1	0.9	0	0	1.8889	0.78934	41.79%
	B4	38	35.2	50	46.3	13	12.0	6	5.6	1	0.9	1.9074	0.88113	46.20%
	B5	47	43.5	36	33.3	12	11.1	8	7.4	5	4.6	2.4815	1.20350	48.50%
	Average		41.0		41.6		13.5		3.3		0.7	1.8572	0.82414	44.15%
Motivation	C1	49	45.4	52	48.1	4	3.7	3	2.8	0	0.0	1.6389	0.68982	42.09%
	C2	41	38.0	50	46.3	12	11.1	4	3.7	1	0.9	1.8333	0.83722	45.67%
	C3	53	49.1	27	25.0	19	17.6	9	8.3	0	0.0	1.8519	0.99358	53.65%
	C4	54	50.0	34	31.5	12	11.1	5	4.6	3	2.8	1.7870	1.00514	56.25%
	C5	53	49.1	45	41.7	3	2.8	4	3.7	3	2.8	1.6944	0.91159	53.80%
	Average		42.6		40.7		12.2		3.7		0.9	1.8290	0.84277	45.96%
Creativity	D1	52	48.1	41	38.0	9	8.3	4	3.7	2	1.9	1.7315	0.90281	52.14%
	D2	55	50.9	35	32.4	13	12.0	3	2.8	2	1.9	1.7222	0.91543	53.15%
	D3	37	34.3	37	34.3	29	26.9	3	2.8	2	1.9	2.0370	0.94647	46.46%
	D4	57	52.8	36	33.3	9	8.3	6	5.6	0	0.0	1.6667	0.85380	51.23%
	D5	44	40.7	51	47.2	12	11.1	0	0.0	1	0.9	1.7315	0.73123	42.23%
	Average		43.2		39.9		12.5		3.5		1.0	1.8178	0.84868	46.63%
Strategic marketing	E1	64	59.3	28	25.9	13	12.0	2	1.9	1	0.9	1.5926	0.84319	52.94%
	E2	48	44.4	48	44.4	11	10.2	0	0.0	1	0.9	1.6852	0.73176	43.42%
	E3	42	38.9	38	35.2	19	17.6	8	7.4	1	0.9	1.9630	0.97565	49.70%
	E4	23	21.3	56	51.9	22	20.4	7	6.5	0	0.0	2.1204	0.81708	38.53%

E5	41	38.0	44	40.7	19	17.6	3	2.8	1	0.9	1.8796	0.86162	45.84%
E6	42	38.9	42	38.9	18	16.7	2	1.9	4	3.7	1.9259	0.98307	51.04%
E7	31	28.7	45	41.7	21	19.4	7	6.5	4	3.7	2.2037	1.19781	54.35%
E8	53	49.1	43	39.8	5	4.6	6	5.6	1	0.9	1.6944	0.86962	51.32%
E9	36	33.3	50	46.3	20	18.5	1	0.9	1	0.9	1.8981	0.79649	41.96%
E10	36	33.3	52	48.1	14	13.0	4	3.7	2	1.9	1.9259	0.88290	45.84%
E11	45	41.7	48	44.4	3	2.8	7	6.5	5	4.6	1.8796	1.05651	56.21%
E12	56	51.9	35	32.4	7	6.5	5	4.6	5	4.6	1.7778	1.07071	60.23%
Average		42.1		40.2		12.7		3.7		1.3	1.8382	0.87374	47.51%

Appears table (7) an iterative arithmetic and Central distributions and coefficient of variation of (A1-A5 )on respondent view foresight and vision dimension of strategic intelligence, and reflects the compromise reached mathematically (1.7074) high level higher harmony confirmed respondent answers at different laboratories (41.89%) And reflected in the standard deviation (0.71334) that explains that the strategic intelligence affects marketing strategy decisions in five-star hotels in the city of Erbil a high level view of respondent

Also refer table (7) to the level achieved by foresight and vision at the level two has paragraphs (A1) and (A2) highest level which provide future Chair for hotel marketing strategies frameworks in the long run and diagnose more opportunities before other hotels could seize was too high for convergent results and Planar Pat their settings confirm this high computational (1.5093) and (1.6759) on the persistence of very low degree dispersion in the answers confirm that standard deviation (0.67665) and (0.74669) and a very high degree of consistency and variation coefficient reached (44.83%) And (44.55%) these results support a high level of presence for good strategies on hotels in long term diagnosis of opportunities can be grasped, (A3) the lowest level compared with other clauses which stipulate invest renewed strategic marketing issues impacting on the future of the hotel and was a factor 'S (36.34%) And central account (1.7593) and standard deviation (0.63937)

Also achieved (A4 and A5) high level which provide the ability to convince the hotel workers faith in future vision and the ability to anticipate the future which helps me to good marketing decisions was high and convergent results high level and confirms that their hearts. For calculation (1.7870) and (1.8056) on the persistence of very low degree dispersion in the answers confirm that standard

deviation (0.74947) and (0.75453) and a very high degree of consistency and variation coefficient reached (41.94%) And (41.79 percent) these results support a high level of presence of foreseeing and good vision and strategies in hotels.

And also appears in the table (7) that the thinking logic systems achieved through its high level of central public account (B1-B5) (1.8572) and standard deviation (0.82414) and coefficient of variation (44.15%) this is a pointer to the Hotel Administration eagerness to devote time to gather information from multiple sources, (B2) which provides hotel management's eagerness to devote time to gather information from multiple sources in the central account (1.9630) and coefficient of variation (49.21%) And a standard deviation (0.96602) and achieved two (B1) and (B5) above the high level which provide alert Hotel search sections energies on marketing information important for strategic decisions and adopt a systematic classification of discreet hotel information making it easier to absorb and utilize them to take Strategic marketing decisions and it was so loud and convergent results high level and confirms that their hearts (1.9444) and (2.4815) on the persistence of very low degree dispersion in the answers confirm that standard deviation (0.94556) and (1.20350) and a very high degree of harmonious coefficient amounted Difference (48.63%) and (48.50%) these results support a high level of energies

Achieved (B3) the lowest level compared with other paragraphs which stipulates building manager framework for strategic thinking and of the typical ways of thinking and different plants (41.79%) And central account (1.8889) and standard deviation (0.78934) also achieved a paragraph (4B) which provides the capacity manager to analyze phenomena and factors surrounding the hotel emphasizes high efficiency amid NAO (1.9074) and coefficient of variation (46.20%) And a standard deviation (0.88113) these results support a high level of thinking logic systems in five-star hotels in the city of Arbil

Search managers answers reflected the high level of motivation in the central account vertebrae (C1-C5 motivation) 1.8290 (and standard deviation (0.84277) and coefficient of variation (45.96%) this pointer to possess the ability to pay workers to implement the vision and perceptions also formulated by the hotel achieved a higher motivation The level for other dimensions through the joints .It has a paragraph (C4) top level and which provides the hotel workers urged to participate in decision making and marketing responsibility in the central account (1.7870) and coefficient



of variation (56.25%) and standard deviation (1.00514), also achieved a vertebra (C2) which provides encouraging competition on fair grounds between the workers and the high and confirms that the computational Center (1.8333) and coefficient of variation (45.67%) And a standard deviation (0.83722), and achieved two (C3) and (C5) lowest level which provide for equivalent workers in the hotel using a variety of incentives as a result of their actions and their achievements and get employees to work and persevere towards achieving the goals of their media and convergent results Hotel (1.8519) and (1.6944) The persistence of very low degree dispersion in the answers confirm that standard deviation (0.99358) and (0.91159) and a very high degree of consistency and variation coefficient reached (53.65%) and (53.80%), (C1) the lowest level compared with other paragraphs which provides the capability to pay workers to implement the vision and perceptions. For a hotel that has been drafted and was the coefficient variation (42.09%) And central account (1.6389) and standard deviation (0.68982)

Search managers answers reflected the high level of creativity in the central account strategic (D1-D5) for the creative dimension of intelligence) 1.8178 (and standard deviation (0.84868) and coefficient of variation (46.63%) This pointer to provide innovative solutions to marketing problems facing hotel and constantly search for new initiatives for the marketing of hotel services. Achieved (D2) highest level which States see things and investment manager to marketing problems facing Central Hotel (1.7222) and dispersion in the answers confirm that standard deviation (0.91543) and a very high degree of consistency and variation coefficient reached (53.15%) These results support a high level view of things and places investment manager to solve problems, achieved lower (D5) compared with other paragraphs which provides constantly search for new marketing initiatives and services was the coefficient variation (42.23%) And central account (1.7315) and standard deviation (0.73123)

Also made two (D1) and (D4) high level which provide workers with innovative solutions to marketing problems facing encouraging creative marketing ideas hotel owned by individuals working through the material and moral incentives was high level and convergent results This confirms the high computational their hearts (1.7315) and (1.6667) on the persistence of very low degree dispersion in the answers confirm that standard deviation (0.90281) and (0.85380) and a very high

degree of consistency and variation coefficient reached (52.14%) (51.23%) and achieved (D3) high level that provides decentralized style treats to brainstorm new marketing Central account (2.0370) and standard deviation (0.94647) and coefficient of variation (46.46%) These results demonstrate the creativity in providing employees with creative solutions to problems of marketing and treated decentralized style Director considered for things and invest places to solve problems in five-star hotels in Erbil City.

Search Administrators higher level answer reflected decisions of central marketing strategy central account (E1-E12) for a marketing strategy decisions (1.8382) and standard deviation (0.87374) and coefficient of variation (47.51%) this indicator to take decisions and always search marketing strategy The best choice to represent and adopting scientific steps in the formulation of a marketing strategic decision. The paragraph (E12) highest level and which provides the hotel management's eagerness to find new opportunities and flexible alternatives to suit the nature of marketing activity in the Central Hotel (1.7778) and dispersion in the answers confirm that standard deviation (1.07071) and a very high degree of consistency and variation coefficient reached (60.23%) and This outcome supports high level provides hotel management's eagerness to find new opportunities, also achieved a paragraph (E4) the lowest level compared with other paragraphs which provides strategic marketing decisions based on strategic planning and the coefficient of variation (38.53%). And central account (2.1204) and standard deviation (0.81708), and achieved (E11) high level which provides constantly attempt to find alternatives among marketing section.

Achieved (E1) high level which provides hotel management marketing strategy decision making task after thorough research and analysis based on associated information computational Center (1.5926) and dispersion in the answers confirm that standard deviation (0.84319) and a very high degree of harmony and amounted to Coefficient of variation (52.94%) and these results supports high level provides hotel management marketing strategy decision making task, also achieved two (E6 and E8) high level which provide individual and collective initiatives to participate in decision making and marketing strategy that Strategic marketing decisions with realism, flexibility and serve the interests of the hotel and convergent results high level and confirms that their hearts NAO (1.9259) and (1.6944) on the

persistence of very low degree dispersion in the answers confirm that standard deviation (0.98307) and (0.86962) and the degree of harmony Very high variation coefficient reached (51.04%) (51.32%)

Also achieved (E3) high level which provides hotel management marketing and database marketing information system for accurate access to marketing and strategic decision was different coefficient (49.70%) And central account (1.9630) and standard deviation (0.97565) and also two achieved (E5 and E10) high level which provide for the adoption of scientific steps hotel in formulating strategic decision catalog and keep pace with strategic marketing developments and changes in the work environment hotel This confirms their hearts NAO (1.8796) and (1.9259) on the persistence of very low degree dispersion in the answers confirm that standard deviation (0.86162) and (0.88290) and a very high degree of consistency and variation coefficient reached (45.84%) and (45.84%)

And achieved (E9) high level and which provides the ability to manage the hotel marketing strategy decisions, predict the future and serving central account (1.8981) and standard deviation (0.79649) and coefficient of variation (41.96%). and also (E2) was at a high level and that States possessing hotel management Data and valuable information that serve the marketing strategy resolutions central account (1.6852) and standard deviation (0.73176) and coefficient of variation (43.42%)

The above table provides us an intensive background regarding to all dimensions and also it shows the distribution of variables as well. As shown that the average of variables from the 5 dimensions are between 1 and 2. This tells us that the respondents had answered the questions with strongly agree or agree with the questions. Plus, the standard deviation in fact, represents how distance the observations are from the mean value. In order to rely on the mean value we are looking to as small value of standard deviation as possible. More importantly is CV (coefficient of variation) which is a measure to see the level of disperse of the variables; the bigger value of Standard deviation is the more disperse.

### **3.4.3. Correlation between Dimensions**

Another objective of the study was to see their relationship with each other. The correlation is an important measure to determine the strength of the relationship between variables which its value ranges from -1 and 1. If the value is close to -1, it

means there is negative strong relationship between the variables, and if the value is zero means no relationship at all. And certainly, the value of 1 means a perfect positive relationship. It is believed that there is a positive moderate relationship between Strategic marketing decisions and Foresight and vision with value 0.367 and it is statistically significant since the P-value is much less than 0.05. While the link between Strategic marketing decisions and Motivation is 0.399 and this with thinking logic systems is quite low 0.219. However, the biggest value of correlation is stated for Strategic marketing decisions and Creativity which can be labeled with positive and strong relations with value 0.712. We can also report that the values for all dimensions are statistically significant as their P-value is less than significant level 0.

**Table (3.11):** Correlation results for dimensions

	<b>Strategic marketing decisions</b>	<b>P-Value</b>
<b>Foresight and vision</b>	0.367	0.000
<b>Thinking logic systems</b>	0.219	0.023
<b>Motivation</b>	0.399	0.000
<b>Creativity</b>	0.712	0.000

#### **3.4.4. Linear Regression**

In statistical modeling, regression analysis is a statistical process for estimating the relationships between variables. Regression models are used to predict one variable from one or more other variables. From above table, we used a regression model to predict a dependent variable by independent variable.

##### **3.4.4.1. Effect Overall Independent Dimensions on Strategic Marketing Decisions**

The overall model is statistically significant because p-value for F-test is less than 0.05. R-square which is 0.336, is a statistical measure of how close the data are to the fitted regression line? If it is one, it means 100% the fitted regression model explains the data.

**Table (3.12):** Regression model of effect overall independent dimensions and on marketing decision.

Strategic Marketing Decisions				
F	R	B	C	
53.549	0.336	0.681	0.639	Dimensions

In the coefficient table, there are two parameters, one is so called constant (Intercept) (C) and the other one is slope parameter (B). The slope indicates the steepness of a regression line and the intercept indicates the location where it intersects an axis. The slope and the intercept define the linear relationship between two variables. In our analysis, the slope is positive 0.681. When dimensions increases by 1, strategic marketing decision increases by 0.681. The y-intercept is 0.639.

#### 3.4.4.1.1. Effect Foresight and Vision on Strategic Marketing Decision

Here we wanted to see the effect of dimensions separately on marketing decision. It is given from the result of Table 10 that the value of R square became lower and the variability term in the model which is the slop (B) became lower compared to overall model. The weight of effect Foresight and vision on decision is 0.432, it means that independent variable (Foresight and vision) has impact on decision making by 0.423 units.

**Table (3.13):** Regression model of Effecting Foresight and vision on marketing decision

Strategic Marketing Decision				
F	R	B	C	
16.526	0.135	0.432	1.142	Foresight And Vision

#### 3.4.4.1.2. Effect Thinking Logic Systems on Strategic Marketing Decision

It is displayed from the result of Table 11 that the value of R square is very low and since it is the measure of variability of dependent variable (Marketing decision), it is reasonable to be big. The weight of influence (Thinking logic systems)

on decision is 0.113, it means that independent variable (Thinking logic systems) has impact on decision making by 0.113 units.

**Table (3.14):** Regression model of thinking logic systems on marketing decision

Marketing Decision				
F	R	B	C	
5.346	0.048	0.113	1.648	Thinking Logic Systems

#### 3.4.4.1.3. Effect Motivation on Strategic Marketing Decision

It is displayed from the result of Table 12 that the value of R square is very low and since it is the measure of variability of dependent variable (Marketing decision), it is reasonable to be big. The weight of influence (Motivation) on decision is 0.353, it means that independent variable (Motivation) has impact on decision making by 0.353 units.

**Table (3.15):** Regression model of Motivation on marketing decision

Marketing Decision				
F	R	B	C	
20.122	0.160	0.353	1.258	Motivation

#### 3.4.4.1.4. Effect Creativity on Strategic Marketing Decision

It is displayed from the result of Table 13 that the value of R square is very low and since it is the measure of variability of dependent variable (Marketing decision), it is reasonable to be big. The weight of influence (Creativity) on decision is 0.648, it means that independent variable (Creativity) has impact on decision making by 0.648 units.

**Table 16:** Regression model of on marketing decision

Marketing Decision				
F	R	B	C	
109.265	0.508	0.648	0.728	Creativity

### 3.5. Reliability of Test

Cronbach's alpha is key measure for reliability (Internal Contingency). It is most commonly used to find how closely related a set of items are as a group. A value of alpha close to 0 indicates a weak relationship between the tested variables, on the other hand if alpha close to 1, it means there is a strong relationship between the tested variables. From our analysis, we can see from both tables that Cronbach's alpha is about 0.95, which indicates a strong relationship between the tested variables.

**Table (3.17):** Reliability of Test

<b>Reliability Statistics</b>	
<b>Cronbach's Alpha</b>	<b>N of Items</b>
0.840	27
0.849	27

## CONCLUSIONS AND RECOMMENDATION

### Conclusions

Description of the results produced and the strategic intelligence diagnosis affects marketing strategy decisions in five-star hotels in the city of Erbil a high level view of respondents.

Appeared in the results that the level achieved by looking ahead and seeing the highest level which provide future Chair for hotel marketing strategies frameworks in the long run and diagnose more opportunities before other hotels could seize was too high level these close results support the existence of high level Good strategies on hotels in term diagnosis of opportunities can be grasped.

The descriptive analysis results revealed high level to possess the ability to convince the hotel workers faith in future vision and the ability to anticipate the future which helps me to good marketing decisions was high this outcome supports a high level of presence of foreseeing and good vision and strategies Hotels.

The results of the analysis indicated that the thinking logic of higher level achieved and systems that handle to the eagerness of the hotel management to allocate time to gather information from multiple sources.

The results of the analysis revealed that the hotel management kept on selected time to gather information from multiple sources. The results showed a high level of alert to its potential Hotel search marketing information important for strategic decisions and adopt concrete methodology in hotel management voluntary party quota requirements information making it easier to absorb and utilize marketing strategy decisions.

High level analysis results on the capacity manager to analyze phenomena and factors surrounding the hotel high level efficiency. The results revealed a high level of motivation and this pointer to possess the ability to pay workers to implement the vision and perceptions also formulated by the hotel achieved a higher level of motivation for other dimensions.

The results showed a high level of creativity as a dimension of strategic intelligence this pointer to provide innovative solutions to marketing problems facing hotel and constantly search for new initiatives for the marketing of hotel services.

High level results appeared on the hotel management marketing strategy decisions; predict the future and serving hotel.



Analysis of results showed a high level hotel management ownership data and valuable information that serve the marketing strategy decisions.

High level results revealed on hotel management marketing database, marketing information system for accurate access to strategic marketing decision.

High level results to adopt scientific steps hotel in formulating strategic decision catalog and keep pace with strategic marketing developments and changes in the work environment hotel.

High level results to the attention of the Manager of the things and places for investment marketing problems facing hotel. Level of analysis results showed on decentralized style treats for new marketing ideas

High level analysis results for marketing strategy decisions amid a general account and this pointer to a marketing strategy decisions and always look for the best choice to represent the adoption of scientific steps in the formulation of marketing strategic.

High results the keenness of the hotel management to create new opportunities and flexible alternatives to suit the nature of marketing activity in the hotel and this results supports high level on the eagerness of the hotel management to create new opportunities.

High level analysis results on owning the hotel management data and valuable information that serve the marketing strategy decisions.

Level of analysis results showed that the hotel management job marketing strategic decisions after a thorough research and analysis based on related information.

The results of the analysis revealed the presence of moral effect of strategic intelligence and marketing strategy decisions.

## **Recommendation**

Equivalent employees at the hotel using a variety of incentives as a result of their actions and their achievements and get employees to work and persevere towards achieving the objectives and reward them and encourage them to share in the decisions and bring to work towards achieving the goals.

Hotel workers urged to participate in marketing decision making and responsibility. The hotel management marketing and database marketing information system for accurate access to strategic marketing decision. The need to adopt scientific steps hotel in formulating strategic decision catalog and keep pace with strategic marketing developments and changes in the work environment hotel.

Encourage competition on fair grounds between high webmstobat personnel provide innovative solutions to marketing problems facing hotel and constantly search for new initiatives for the marketing of hotel services.

Constantly search for new initiatives for marketing services. Provide workers with innovative solutions to marketing problems facing encouraging creative marketing ideas altoikiho hotel owned by individuals working through the material and moral incentives.

Creativity in providing employees with creative solutions to problems of marketing and treated decentralized style Director considered for things and invest places to solve problems in five-star hotels in Erbil City.

Strategic marketing decisions based on strategic planning.

Try constantly to find marketing alternatives available that serve the objectives of the hotel promote individual and collective initiatives to participate in decision making and marketing strategy marketing strategy decisions that realism and flexibility and serve the interests of the hotel.

## **Recommendations for Future Studies**

Based on the findings of the current study findings researcher recommends the need for expansion in studies dealing with the main points of this study with the addition or replacement of other variables within a general tendency to represent an initial exploratory attempt within their particular administrative organization theory strategy aimed at This paragraph to determine the number of topics that future studies can be done as follows.

Influence of strategic intelligence to achieve competitive advantage in the Organization.

The role of strategic intelligence creatively hotels.

Analysis of correlation between intelligence and strategic marketing decision.

Analyzing the relationship of strategic intelligence to make decisions and impact in adopting a strategy focus blue.

## REFERNCE

Abo sabit, Sabri Faik Abduljawad, (2005), **evaluation of the role of management information systems in management decision making in the Palestinian Gaza Strip universities**, Master thesis published, Faculty of Commerce, Islamic University. Gaza Strip.

AL- Obaidi, Raed Abdulkhalq, 1998, **predictive indicators relationship effectively strategic decision – an empirical study on a sample of managers of private hospitals in Baghdad**, unpublished PhD thesis, Faculty of management and economics, University of Baghdad.

Al- Saka, Mayson salim, (2009), **Following the Work Pressure on Decision Making Process Field Study on Banks Operating in the Gaza Strip**, published master, Faculty of Commerce, Islamic University of Gaza.

AL-Abdaly, Durgham, (2010), **formulate a systematic outline of the influence of personal characteristics of managers in strategic intelligence and organizational improvisation reconnaissance study of the opinions of a sample of corporate managers for Najaf**, unpublished thesis, College of management and economics, University of Kufa.

AL-Azzawi, Bshra Hashim Mohamed, (2008), **the impact of strategic decisions and intelligence service operations strategic analytical test study success for the opinions of a sample of the heads and directors of several faculties of the University of Baghdad**, unpublished PhD thesis, Faculty of management and economics, University of Baghdad.

AL-Bakri, Thamer and AL-dlimi, Hatim Jasim, 2013 **marketing information system and its impact on strategic decision catalog - analytical study on a sample of five-star hotels in Jordan**, Oman private University of applied sciences- Jordan Ministry of planning – Iraq.

AL-Hamza, Sayed Ali Mohamed Sayed Ali, (2010), **decision support systems as a**

Ali, lalaimih Mohamed, 2015, **the importance of strategic intelligence in the decision making process – field study of frail Foundation Annaba**, the Democratic People's Republic of Algeria, Mohamed khider University – Biskra, Faculty of economic and business sciences and Management Sciences.

AL-Samaray, Salwa Hani Abduljabar (1999), **technical innovation and some influencing factors, PhD philosophy in business administration** ,unpublished, College of management and economics. University of Baghdad

AL-Shahb, Safa, 2006, **Control system going relationship with decision making a case study of the mineral water production institution parallel**, unpublished Master thesis, Faculty of economic and Management Sciences, University of Algeria.

AL-Taey, Hamid Mohamed Fattah, (2009), **dimensions of strategic intelligence and its role in achieving competitive advantages – a survey of opinions of a sample of managers in the public company for the manufacture of medicines and medical supplies in Nineveh**, unpublished diploma message, College of management and economics, University of Mosul.

Hamdan, Kamal Mohamed Mohamed, 2010, **emotional equanimity and ability to decide when Palestinian police officers**, published master, school of education, the Islamic University of Gaza.

Kruger, Jean – Pierre, ( 2010), **Study of strategic intelligence as a strategic management tool in the long - term insurance industry in south Africa**, unpublished master's thesis, University of south Africa.

Matar, Esam Mohamed Hamdan, 2008, **organizational development and its impact on the effectiveness of administrative decisions in civil institutions in the Gaza Strip**, published master, Faculty of Commerce, Islamic University of Gaza.

MerKhan, Khalid Hamad Amin et al, (2016), **strategic intelligence role in strengthening banking marketing strategies-analytical study of opinions of managers in private banks in Erbil**, published, College of management and economics, Salahaddin University, Erbil.

Mohamed, Jamoun and Mounier, Manaie, 2015, **The importance of marketing information system in the decision of MOBILIS Foundation-case study marketing and agency Bouira**, Business Economics and Management Sciences, University of Akly mhanad aw alhaj.

Nisan, Rana Nisan , Yusuf , 2014, **strategic intelligence role in the process of strategic decisions-analytical study of opinions of managers in five star hotels in the city of Erbil**, unpublished thesis, College of management and economics, Salahaddin University, Erbil.

Qasim, Suad Harb, (2011), **strategic intelligence impact on decision making process – an empirical study on the regional managers in UNRWA's Gaza Office**, Master thesis published, Faculty of trade, the Islamic University of Gaza.

Seitovirta, Laura Camilla, (2011), **The role of strategic intelligence Services in Corporate decision making**, unpublished Master's thesis, Aalto University.

Shaykh Yahya, Basima Waleed Saleem, (2010), **the impact of strategic flexibility as a variable mediator between environmental uncertainty and strategic decision making-an empirical study on Jordanian human medicines**

**manufacturing companies**, published master, Middle East Technical University, Faculty of business.

**variable medium in enhancing the impact of the tacit knowledge on the quality of strategic decisions, applied study on cellular communication companies in the State of Kuwait**, unpublished Master thesis, Middle East Technical University, Faculty of business.

Wong &Chiu ,( 2008) **How can supply network management be used to improve the quality of corrugated cardboard suppliers in China?** A case study of Tetra pak in China”, Un published thesis, Kalmar University, China.

Yaghi, Mohamed Abdel Fattah and Khashgchi, Hani Yusuf, 1989, **regulatory decisions in the civil service-analytical field study**, Saudi Arabic Arabic Kingdom, King Saud University, Faculty of Administrative Sciences, Research Centre, Riyadh.

Al-Ghalbi, Tahir Mansur (2012), **Strategic Industry Portals and its Relationship to Performance – An Empirical Study on Iraqi Organizations**, Economic Sciences, Basra University, College Of Management and Economics, Volume 8, NO 29.

AL-Jabori, Alaa Ahmed Hassan Obid, 2011, **emotional intelligence and its role in strategic decisions – analytical study of the opinions of a sample of private sector organizations managers**, magazine development of Mesopotamia, College of management and economics, University of Mosul, folder 33, NO 103.

Al-Maadidi, Maan et al , 2012, **risk arising from decades of partnership between the public and private sector organizations-pilot study in the Directorate of roads and bridges in the province of Nineveh**, Mesopotamia development magazine, College of management and economics, University of Mosul folder 34, NO 109.

Al-Naimi, Salah Abdul Qadir, 2003, **strategic thinker in the Organization**, specifications, Arabic magazine to manage, volome 23, NO 1.

AL-Saad, Muslim Allawi and Alliawi , Muzhir Abdulsada, 2001, **factors affecting the development of creativity in the industrial**, economic and Administrative Sciences, University of Baghdad, first country Conference, October.

AL-Samaray, Salwa Hani, (2012), **the critical success factors for strategic information system and its relation to the effectiveness of strategic decisions**, Journal of economic and Administrative Sciences, University of Baghdad, magazine 18, NO 69.

Al-Sarayre, Aktham Abdul Majid and AL-Ghareb, Rwayda Khalf, 2010, **the impact of human resource management functions in creative business Petra magazine organization**, volume 6, NO 4.

AL-Shammari, Entizar Ahmed Jassim, 2006, **knowledge management and its role in promoting the process of strategic decisions**, Journal of Baghdad College of economic sciences, volume 0, NO 11.

Debourg, M. (2002), “**Components and Parameters of Corporate Reputation – an Empirical Study**”, Schmalenbac Business Review, Vol.56, No.3, PP. 579-588

Eisenhardt , R.M . & Zbarack , M.J , 1992 , **Strategic decision making** , strategic management journal , Vol . 13 .

Ghurab, Kamil sayed 1987, **full, integrated in Abkhaz strategic decisions, public administration**, NO 56, Riyadh, Saudi Arabia.

Gonzales, Michael. L . and Zaima, Arlene, 2008 , **Strategic intelligence framework**, Teradat magazine, Vol. 7 , No. 3, Business analytics in an actins word.

Hejan, Abdul Rahman Ahmad, 1999, **impediments to creativity in organizations**, Journal of public administration, Institute of public administration, Volume 39, NO1, Oman, Jordan.

Jawad, Abbas Hussein and Mohamed, khawla Abdul Hamid ,2005, **impact of intellectual capital in creative organization**, Ahil AL-bayt newspaper , Kufa University , NO 4.

Jemiseen D.B , 1984, **The importance of boundary spanning roles in strategic decision making** , journal of management studies, Vol ,21, N , 2.

Jodie, Haider Hamza, (2008), **strategic relationship in banking performance – analytical study on a sample of civil Iraqi banks**, the magazine of the College of business and economics, University of Rajasthan, folder 0, NO 68.

Maccoby, Michael & Scudder, Tim,(2011),” **Strategic intelligence definition: conceptual system of leadership for change** ” Performance Improvement, Vol.50, No3 ,P41.

Maccoby, Michael, (2012)“**Successful Leaders Employ Strategic Intelligence**” Research Technology Management, Vol. (44),NO.(3).

Meda, Ebraheem, (2009), **factors affecting accounting information system and its role in strategic decisions – field study Jordanian industrial companies**, Damascus University Journal of Economics and law, volume 25, number 1

O’Sullivan, Don & Abela, Andrew V., (2007), “**Marketing Performance Measurement Ability and Firm Performance**”, Journal of Marketing, Vol. 71, No.3, PP. 79–93.

Ricety, G. R, 1983, **strategic decision making in small business** , journal of general management , Vol, 9 N, 1.

Vossen ,R.(1998), **Relative Strength &Weakness of Small Firm in Innovation** ,International Small Business Journal vol.16 ,NO .3 PP

Wanger, Lynuda & Belle , Jean-Paul, (2007), **Web Mining for strategic intelligence in south Africa**, Association for information system, University of Cape Town, South Africa.

Waters, Thomas Jr, (2004), **Introduction to strategic intelligence**, Gia white Paper, Global intelligence Alliance, Helsinki, Finland.

Al-Bishtawi, and Al-Mtawna, (2005), **Just-in-time Production (JIT) in Industrial Plants of Jordan and its Role in Strategic Decisions**, Philadelphia University, Faculty of administrative & Financial Sciences, fourth Scientific Conference (entrepreneurship and innovation), business strategies Meeting the challenges of globalization, 15-16/3 days, Jordan.

Al-Obaidi, Mohamed Abdel Aziz and Salem, Qusay Salem, 2012, **strategic intelligence to strengthen quality check**, the Jordanian olive University, Faculty of Economics and Administrative Sciences, the eleventh annual scientific conference: business intelligence and knowledge economy, April 23-26 days, Oman, Jordan.

Al-shammari, Entizar Ahmed Jassim and AL-Dore, Motaz Salman Abdul Razzaq, (2004), **knowledge management and its role in enhancing the strategic decision making process**, zaytoonah University of Jordan, Faculty of Economics and Administrative Sciences, the fourth annual international scientific conference: knowledge management in the Arab world, 26 days. April 28, Oman, Jordan.

Elias , AL-idani and Hamza, doivi, 2010, **strategic intelligence as a mechanism to support and enhance the competitiveness of contemporary business organizations**, University Hassiba Ben BU, Faculty of economic and Management Sciences, fourth International Forum on competition and competitive strategies of industrial organization outside Fuel sector in Arabic countries, days 8-9 November, chlef, Algeria.

Kawaz, Saad Mahmoud et al, 2012, **the contribution of strategic knowledge in strengthening strategic intelligence**, zaytoonah University of Jordan, Faculty of Economics and Administrative Sciences, the eleventh annual scientific conference, business intelligence and knowledge economy, April 23-26 days, Oman, Jordan.

Mohamed, Saeed Abdullah et al, 2012, **the role of information and communications technology in promoting strategic intelligence**, Jordanian olive University, Faculty of Economics and Administrative Sciences, the eleventh annual scientific conference: business intelligence and knowledge economy 23-25 days. April, Oman, Jordan.



Paprika, Z . Zoltayne , 2006 , **Analysis and Intuition in strategic decision making the case of California** , Working paper, vallalatagazdasagtan intezet ,Budapest, Magyarorszag.

Tham, K . & Kim , M., 2002, **Towards strategic intelligence with anthology based enterprise modeling & ABS** ,Proceeding of the international business & economics research conference, las , vegas , NV, October . available from : <http://www.Yorku.ca/hmkim/webpages/CV/.htm>

Yusuf, Boumdin, 2010, **strategic intelligence and vigilance mechanism tool to face future challenges one competitive factors**, Hassiba Ben bo ali University Po, Faculty of economic and Management Sciences, fourth International Forum on, competition and competitive strategies of industrial organization outside In Arabic countries, 8 – 9 November, shalf, Algeria.

'Abwy , Zed Munir, 2008, **leadership and its role in the management process**, first edition, first House for publishing and distribution, Oman Jordan.

Al-Bakri, (2010), Marketing Strategies, I 1, Al-Yazori Publishing, Oman, Jordan.

AL-Dhan, umima, 1992, **theories of business organizations**, first edition , Safadi press, Oman, Jordan.

AL-Esawi, Mohamed Hussein, et al, 2012, **sustainable strategic management, introduction to management of organizations in the third millennium**, the Islamic University, an institution blueprints for publishing and distribution, Oman, Jordan

AL-Ghalbi, Tahir Mansur and Idris et al, 2007, **strategic management – a systematic, integrated perspective**, first edition, Wael publishing, Oman Jordan

Al-naimi, Salah Abdul Qadir, 2008, **Director, strategic thinker and leader-the art and skills of interaction with others**, "Dar enrich for publishing and distribution, first edition, Oman, Jordan.

Al-Qahiwi, Leith Abdulla et al, 2013, **the quality of information and strategic intelligence in building contemporary organizations**, first edition, Dar Al publishing, Oman, Jordan

AL-Sayrafi, Mohamed, 2009, **individual-level analysis-scientific encyclopedia of organizational behavior second part** , University Office of publishing and distribution, Alexandria, Egypt.

Amen, Aziz Hassan, 2001, **marketing strategies – in the twenty-first century**, Dar Al qiba, Cairo.

Ameri, Salih Mahdi Muhsin and AL-Ghalbi, Tahir Mansur, 2007, **business and management**, first edition, Wael publishing, Oman-Jordan.

Appleby, Robert C , 1984, **Modern business Administration**, ( 3<sup>rd</sup>, ed), bath press, great Britain.

Certo, C.S & Pual , P.J, 1990, **Strategic management , tocus & process**, Singapore, Mc, Graw – hill co.

Clifford, Jim , 1987 , **Decision making in organization**, JIM – London , Longman group.

Daft ,R.L.(2001); **Organization Theory& Design**.7 th Ed ,South Western, Ohio,USA.

Doole, Isobel and Robin, Lowe, 2006, **Strategic Marketing Decision**, first edition, elsevier press, India.

Doyle, P, 2000, **Value-Based Marketing: Marketing Strategies for Corporate Growth and Shareholder Value**, Wiley & Sons Ltd.

Garthe , J, 2004 , **Organizational Theory , Design and Change , Text and Case ,** new Jersey , prentice hall.

Haji, Rabbie saeedeldin, 1989, **marketing research**, first edition, higher education press in Mosul, Mosul, Iraq.

Harvey, D.F, 1988, **strategic management& business policy** (2<sup>nd</sup>.ed) U.S.A. A Columbus, Merrill publishing co.

Hitt, Michael.A., Ireland, R.D.,& Hoskisson, RE, (2007), “**Strategic Management Competitiveness and Globalization**”, 6th ed., Sowth College Publishing, U.S.A

Jone , G.R, (1998), **Organization Theory**, 2ed, Publishing Company, Inc, USA.

Kotler, Philip, Kevin, Keller,(2006), “**Marketing Management**”, 12 th ed, Northwestern University, Dartmouth College.

Luthans, F, 1985, **Organization behavior**, Singapore (4<sup>th</sup>. Ed) , McGraw- Hill book co .

Mahmod, Ahmed, (2001), **marketing banking services**, Dar Baraka for publishing, Oman.

Mahmoud, Jassim Al Sumaida'ie, 2010, **quantitative and analytical Portal marketing strategies**, Dar Hamid, Oman.

Mc Dowell, Don, ( 2009) “**Strategic intelligence :a handbook for practitioners, managers, and users**”, United States of America, Scarecrow Press, Inc.,

McGlashan, R, &Singleton, T, 1987, **Strategic management**, U.S.A Columbus, meriil publishing co.

Mintzberg, H ,1973, **The Nature of Managerial Work**, New York, Harper and Row.

Mintzberg, H . & Quin, J , 1992 , **The strategy processes concepts & contexts** , U.S.A. (1<sup>st</sup>.ed) prentice- hall international , Inc.

Mintzberg, Henry , 1979, **The structuring of organization, asynthesis of the research** , prentice- hall international inc.

Mohamed, Saeed Abdel Fattah, deployment without years, **Marketing Department**, University House, Cairo

Nawaf, Kanaan, 2009, **management decisions between theory and practice**, the House of culture, Oman.

Neji malla, raef Tawfiq, 2002, **marketing assets-analytical portal**, Wael, Oman

Salih, Ahmed Ali et al, 2010, **managing strategic excellence approach and social intelligences**, first edition, dar Wael publishing and distribution, Oman, Jordan.

Shusha, Fared Ali Mohamed, (1995), **strategic management**, first edition, Arabic Renaissance house, Cairo, Egypt.

Talat, Asad Hameed, 2002, **effective marketing how to face the challenges of 21st century**, Egyptian bookshops, compelling. .

Thamer, Yasser Bakri, 2008, **marketing strategies**, Dar Al-yazori, Oman

Wheelen , Thomas L . & Hunger, J David, 2004 , **Strategic management and Business Policy , Pearson Education inc . , 9<sup>Th</sup> Ed**, upper saddle river, new jersey.

Wheelen , Thomas L . & Hunger, J David, 2008 , **Strategic management and Business Policy, Pearson Education inc . , 11<sup>Th</sup> Ed**, upper saddle river, new jersey

William F .O,Dell and others, et al , 1976 , **Marketing decision making , Analytic Framework and cases** , Cincinnati, south western publishing com.

Wilson, R.M.S, and Gilligan, C.T. ,2004, **Strategic Marketing Management: Planning Implementation & Control**, 3rd edition, Butterworth-Heinemann.

Xu, Mark, 2007 , **Managing Strategic Intelligence, - Techniques and technology** , copy right by IGI Global , published in the united states of America & United Kingdom by Information Science Reference ( an imprint of IGI Global ).

Zangana, Adnan Shehab Hakki and Abdulla et al, 2010, **business management principles advanced methodological perspective**, balit press, Erbil.

Zayton , Aish, (1999), **the development of creativity and creative thinking in the teaching of science**, second edition, Amar, Oman.

Brouard, F., (2002), Vossen ,R.(1998), Relative Strength &Weakness of Small Firm in Innovation ,International Small Business Journal vol.16 ,NO .3 PP "**Strategic Scanning: A Tool for Furthering Innovation in Canada**", Statistics Canada Economic Conference,<http://www.statcan.ca>, pp. (1-2).

Jamila, Thafar nasir (2011) College of Management and Economics, University of Babylon, Iraq, **Stages of Strategic Marketing Decision**, [http://www.uobabylon.edu.iq/uobColeges/lecture\\_view.aspx?fid=9&depid=2&lcid=35979](http://www.uobabylon.edu.iq/uobColeges/lecture_view.aspx?fid=9&depid=2&lcid=35979),.

Johanson, Arik R, 2000, **what is competitive intelligence?**, available from : <http://www.aurorawdc.com/whatisc.html> accessed on July, 2013.

Lehane, James,),2011( "**Integrating strategic Intelligence with organizational risk management**", Australasian Environmental Law Enforcement and Regulators . Available from :<http://inece.org/conference/9/pre-conference-papers>.

Maccoby, Michael et al.),2013(" **To build a Strategic that work, you need Strategic intelligence**", Factor in Talent. Available from: <http://www.Factorintalent.com/>,accessed on July.

## APPENDIXES

### Appendix1: Questionnaire Form



**In the name of Allah the merciful**

**Turkey**

**Bingol University**

**Questionnaire form**

**Gentlemen, Honorable directors' greetings.....**

We present you with the questionnaire form for the study (strategic intelligence borders in developing marketing strategy decisions-analytical study of opinions of managers in five star hotels in the city of Erbil). Hoping to answer its paragraphs, we would like to inform you that your opinions will be confident and be handled confidentially and that the data used for scientific research.

**Thankful for your cooperation.....**

**SUPERVISOR**

Assoc.Prof.Dr. Abdulvahap BAYDAS

**RESEARCHER**

Ghaidaa Kamal AHMED

**First: General information**

Gender:

( ) Male ( ) Female

Age:

( ) 25 year and younger ( ) 26-35 Year ( ) 36-45 Year  
 ( ) 46-55 Year ( ) 56 Year and over

Year of academic achievement:

The total number of years number of years of service in hotels

Education Status :

Income Status :

Occupational Status :

Marital Status :

**SECOND; STRATEGIC INTELLIGENCE**

T		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	<b>Foresight and vision</b>					
1	Chair, future marketing strategies frames long hotel					
2	Diagnose our opportunities before others could form grasped					
3	Invest in strategic marketing issues renewed with effect in the future of hotel					
4	Possesses the ability to convince the hotel workers faith in future vision					
5	Have the ability to anticipate the future which helps me to good marketing decisions					
	<b>Thinking logic systems</b>					
1	Mobilizing the energies of its hotel search on marketing information important for strategic decisions					
2	The hotel management wishes to allocate time to gather information from multiple sources					
3	Building principal framework for strategic thinking and of the typical ways of thinking					

4	The Director's ability to analyze phenomena and surrounding factors efficiently					
5	Supports the management of hotel classification information than sober methodology is easily absorbed and utilized for strategic marketing decisions					
	<b>Motivation</b>					
1	Have the ability to pay workers to implement the vision and general perceptions that have been formulated					
2	Encourage competition for fair grounds between employees					
3	Reward employees at the hotel using a variety of incentives as a result of their actions and their achievements					
4	I urge the hotel workers participate in marketing decision making and responsibility					
5	Get employees to work and persevere towards achieving the objectives of the hotel					
	<b>Creativity</b>					
1	Provide workers with innovative solutions to marketing problems facing hotel marketing					
2	Look for stuff and invested places to solve problems facing marketing hotel					
3	Decentralized style hotel deals for new marketing ideas					
4	Encourage creative marketing ideas possessed by individuals working through the material and moral incentives					
5	Looking down on new initiatives for the marketing of hotel services					

	<b>Strategic marketing decisions</b>					
1	Take the hotel management marketing strategy decisions after the task analysis and thorough research based on related information					
2	Take the hotel management marketing strategy decisions and always looking for the best choice and optimization					
3	Hotel management based on marketing and database marketing information system for accurate access to strategic marketing decision					
4	Strategic marketing decisions based on strategic planning					
5	The hotel adopts scientific steps in formulating strategic decision catalog					
6	Encourages individual and collective initiatives to participate in making marketing strategy					
7	The hotel management has data and valuable information that serve the marketing strategy decisions					
8	Strategic marketing decisions are realistic and flexible and serve the interests of the hotel					
9	The hotel management has the ability to make strategic decisions and to predict the future and to serve the hotel					
10	Strategic marketing kept pace with developments and changes in the work environment hotel					
11	Constantly try to find marketing alternatives available that serve the objectives of the hotel					
12	The hotel management is eager to find new opportunities and flexible alternatives to suit the nature of marketing activity in the hotel					

## Appendix 2: Curriculum Vitae

---

### PERSONAL INFORMATION

<b>Name and surname</b>	<b>Ghaidaa Kamal Ahmed</b>
<b>Place of birth</b>	<b>Mousil</b>
<b>Date of birth</b>	<b>1/7/1991</b>

### UNDER GRADUATED TRAINING INFORMATION

<b>University</b>	<b>Sallahadin</b>
<b>Faculty</b>	<b>Economic and Administration</b>
<b>Department</b>	<b>Bussined Administration</b>

### FOREIGN LANGUAGE

<b>English</b>	<b>English ( IELTS,4.5) , Araabic, Persian</b>
----------------	--

### WORK EXPERIENCES

<b>Institution he is working at</b>	<b>Economic and Administration college</b>
<b>Position</b>	<b>Researcher assistant</b>
<b>Duration of experience</b>	<b>2 Years</b>

### CONTACT

<b>Phone</b>	<b>07504498895</b>
<b>E-Mail</b>	<b>Ghaedaberoxy @yahoo.com</b>

---